

ARIZONA PYS 2020-2023

## CONTENTS

Arizona PYs 2020-2023.....	1
I. WIOA State Plan Type and Executive Summary .....	3
a. WIOA State Plan Type.....	3
b. Plan Introduction or Executive Summary .....	3
II. Strategic Elements .....	4
a. Economic, Workforce, and Workforce Development Activities Analysis.....	4
b. State Strategic Vision and Goals.....	35
c. State Strategy .....	38
III. Operational Planning Elements.....	39
a. State Strategy Implementation .....	39
b. State Operating Systems and Policies .....	50
IV. Coordination with State Plan Programs.....	74
V. Common Assurances (For All Core Programs).....	74
VI. Program-Specific Requirements for Core Programs .....	76
Program-specific Requirements for Adult, Dislocated Worker, and Youth Activities under Title I-B .....	76
Program-Specific Requirements for Wagner-Peyser Program (Employment Services) .....	94
Program-specific Requirements for Adult Education and Family Literacy Act Programs....	112
Program-Specific Requirements for Vocational Rehabilitation (Combined or General) .....	125
VII. Program-Specific Requirements for Combined State Plan Partner Programs .....	173
Performance Indicator Appendix .....	173
All WIOA Core Programs .....	173
Additional Indicators of Performance .....	173
Other Appendices.....	173

## I. WIOA STATE PLAN TYPE AND EXECUTIVE SUMMARY

### A. WIOA STATE PLAN TYPE

This is a unified plan

### B. PLAN INTRODUCTION OR EXECUTIVE SUMMARY

Letter from Governor Ducey

Letter from Superintendent Hoffman

Letter addressing COVID-19 Impact on Arizona's WIOA Customers

Arizona is proud to present its 2020 to 2023 WIOA Unified Workforce Development Plan (Plan), as required by WIOA sec. 102 (29 U.S. Code § 3112).

The WIOA of 2014, Public Law 113-128 (Pub. L. 113-128), supersedes the Workforce Investment Act (WIA) of 1998 and provides the opportunity to align “workforce investment, education, and economic development systems in support of a comprehensive, accessible, high-quality workforce development system in the United States.” Over the last four years, Arizona utilized the WIOA requirements to help increase business leadership in the workforce system and develop increased systemwide unity with the implementation of unified branding, ARIZONA@WORK, across workforce partners. Looking forward, the Workforce Arizona Council (Council), the State’s Workforce Development Board, strives to ensure the next four years will advance what the State has learned and developed. Thoughtful consideration was given when developing ARIZONA@WORK’s goals and strategies, as well as identifying the State’s In-Demand Industries and Occupations and strengths and weaknesses. These were developed to be regularly reflected on throughout the next four years and revised as economic, workforce, and other relevant conditions change.

The Council ensured these initial decisions were well informed by convening ARIZONA@WORK partners throughout the summer of 2019 for public working group meetings. Representation at the meetings included leadership from the Arizona Department of Economic Security/Division of Employment and Rehabilitation Services (DES/DERS), the state designated Workforce Agency and WIOA grantee; Local Workforce Development Boards (LWDBs); the Arizona Commerce Authority (ACA); the Arizona Office of Economic Opportunity (OEO); and the Arizona Department of Education/Adult Education Services (ADE/AES). Partners provided specific, relevant, and up to date workforce and labor market data to ensure each decision was based on the best available facts regarding each topic. Additional insight was provided by the LWDB members and their staff at the Summer 2019 workforce convening hosted by the Council. This insight was critical in defining the strengths and weaknesses identified in this plan.

Leadership for the core WIOA programs and LWDBs provided suggestions and edits to ensure the strategy implementation was logical and provided opportunities for each program to contribute to the overall strategies. Further, LWDB staff and ARIZONA@WORK partners provided comments and feedback which were included early in the section’s development.

Throughout the development of this plan, several webinars and presentations were given updating all ARIZONA@WORK partners of the four-year plan’s progress. A draft of this plan was disseminated statewide for public comment before the Council voted to approve it. As a part of the public comment process, a formal tribal consultation was held, inviting all tribal leaders in Arizona to obtain further input.

Since the original drafting of this plan, Arizona has been significantly impacted by the global spread of the COVID-19 virus. On March 11, 2020, Governor Ducey issued a Declaration of Emergency. While this plan does not specifically address the changing workforce needs related to the COVID-19 outbreak, Arizona plans to utilize all ARIZONA@WORK partners to innovatively implement the strategies identified in this plan to support the changing needs of businesses and job seekers affected by the crisis.

## II. STRATEGIC ELEMENTS

### A. ECONOMIC, WORKFORCE, AND WORKFORCE DEVELOPMENT ACTIVITIES ANALYSIS

#### 1. ECONOMIC AND WORKFORCE ANALYSIS

Arizona's economy consists of a wide range of industries offering opportunities for individuals seeking employment of all types. Since the end of the Great Recession, employment growth has rebounded in a majority of sectors, and Calendar Year (CY) 2018 personal income levels and state Gross Domestic Product (GDP) have both increased over CY 2017 levels. Other indicators of economic importance also show positive improvements for the Arizona economy:

- Population levels continue to increase across the state as individuals from other states and countries seek increased economic opportunities in Arizona.
- The rate of unemployment among Arizona residents remained consistent throughout Program Year (PY) 2018.
- Labor force participation levels have remained steady throughout PY 2018.
- The Construction industry is growing at a significant, yet sustainable pace.
- Total employment is projected to increase by 2.8 percent from PY 2018 through PY 2019; however, these gains will not be shared equally among all industry supersectors.
- Arizona gained 78,000 nonfarm jobs in PY 2018.
- The State Coincident Index for Arizona, an indicator for measuring economic activity, has increased and exceeded its prior peak in October of 2007.
- Per capita personal income growth in Arizona still lags the national average, but it is growing.

This section summarizes labor market and workforce trends occurring within the Arizona economy to help address and manage future workforce challenges.

#### **1. In-Demand Industries (including existing and emerging industries)**

An In-Demand industry, as defined under the WIOA, is a sector that has a substantial current or potential impact on the state economy and contributes to the growth or stability of other supporting businesses. The Council approved a list of In-Demand industries, which consist of industries that are large and strong (existing industries) and industries that are smaller but fast growing (emerging). The Council identified seven In-Demand industry sectors that included six existing industries and one emerging industry to target over the next four years. These sectors represent a significant source of economic opportunity for both job seekers and employers. Each industry was selected based on current and projected employment opportunities, favorable wages, and industry competitiveness. Analysis of local labor market trends and the In-Demand industries identified in the local workforce plans were also considered[1]. With Arizona's employment concentrated in two Metropolitan Statistical Areas (MSAs), the Phoenix-

Mesa-Scottsdale MSA (Maricopa County) and the Tucson MSA (Pima County), it was important to select industries that represented the differing employment needs across the state. While not every industry may be strong in every area, the resulting selections included significant industries in each local workforce area[2].

Industries were identified in part as “In-Demand” based on strong employment and wage growth. From CY 2015 to 2018, In-Demand industry employment grew by 5.0 percent annually compared to Arizona total private sector employment, which grew by only 3.1 percent. In-Demand industry employment growth is projected to outpace Arizona total private sector growth through 2020, growing 4.3 percent annually. By comparison, Arizona total private employment is projected to only increase by 2.7 percent annually from 2018 to 2020. In-Demand industries have also provided above-state-average wages. The average annual wage for all industries was \$52,676 in the fourth quarter (Q4) of 2018, while the average wage for all In-Demand industries combined was \$71,101.

**Table 1: In-Demand Industries – Average Wage**

NAICS Code	Industry Title	Average Annual Wages (2018 Q4)	Average Annual Wage LQ (2018 Q4)*	Annual Wages Percent Change (2015-2018)
23	Construction	\$61,100	1.01	3.5%
62	Health care and social assistance	\$54,496	1.15	0.4%
54	Professional, scientific, and technical services	\$86,736	0.92	1.0%
52	Finance and insurance	\$74,256	0.79	1.8%
31-33	Manufacturing	\$74,828	1.20	0.3%
48-49	Transportation and warehousing	\$50,128	1.06	-1.0%
*	Information technology**	\$96,166	0.65	3.4%

\* A wage Location Quotient (LQ) allows for wages within one industry to be compared across different geographic areas. An industry with an above-average wage LQ (where  $LQ > 1.0$ ) is an indication that industry employees within the local area receive higher wages than employees working in the same industry elsewhere.

\*\* Information technology is an emerging industry in Arizona. All other industries are existing.

Source: ACA/OEO

**Table 2: In-Demand Industries – Individuals Employed**

Rank	NAICS Code	Industry Title	Employment (2018 Q4)	Employment LQ (2018 Q4)*	Employment Percent Change (2015-2018)	Average Projected Growth (2018-2020)
1	23	Construction	163,287	1.12	8.0%	5.8%

Rank	NAICS Code	Industry Title	Employment (2018 Q4)	Employment LQ (2018 Q4)*	Employment Percent Change (2015-2018)	Average Projected Growth (2018-2020)
2	62	Health care and social assistance	383,510	0.97	3.9%	3.9%
3	54	Professional, scientific, and technical services	157,899	0.85	5.3%	4.6%
4	52	Finance and insurance	163,279	1.38	4.0%	2.5%
5	31-33	Manufacturing	172,329	0.68	2.8%	3.6%
6	48-49	Transportation and warehousing	101,490	0.94	9.2%	4.8%
N/A	N/A	Information technology	20,897	0.97	9.6%	8.9%

\* An employment LQ is a powerful indicator which allow a local region to identify which industries they hold a competitive advantage in (where LQ >1.0). An employment LQ compares the industry employment concentration of a region with the employment density of that industry nationwide.

*Source: ACA/OEO*

### Construction

The Construction industry has recorded steady and sustained employment growth following the dramatic declines that occurred during the Great Recession (2007 to 2009). From 2015 to 2018, the Construction industry recorded the third largest employment increase of all the In-Demand industries selected, growing by 8.0 percent annually. Both commercial and residential building demands were responsible for the increase in construction activity. Commercial building was strengthened by the increase in business activity occurring around the state. The total number of Arizona business establishments increased by 13,021 establishments (2.8 percent annually) from 2015 to 2018 and real state GDP increased by 3.6 percent annually over the same period[3]. Within residential construction, new homes were needed to meet the demands of new residents moving into the state. In 2018, Arizona recorded the fourth fastest growing population in the nation, primarily due to national and international migration into the state[4].

### Health Care and Social Assistance

Health Care and Social Assistance is one of the largest and most reliable industries within the state. It is the only Arizona industry that continued recording employment growth through the Great Recession and has recorded positive year-over-year employment gains since industry employment data was first collected back in 1990. In 2018 Q4, Health Care and Social Assistance had the second highest wage LQ among the seven In-Demand industries. Health Care and Social Assistance employment is projected to increase by 3.9 percent annually through 2020.

### Professional, Scientific, and Technical Services

The Professional, Scientific, and Technical Services industry provides a wide range of employment opportunities throughout the Arizona economy. The largest subsectors within this industry include Computer System Design Services (37,959 employees); Architectural and Engineering Services (26,017 employees); and Management, Scientific, and Technical Consulting Services (25,553 employees)[5]. Compared to the other In-Demand industries, Professional, Scientific, and Technical Services had the second highest wages in 2018 Q4 and fourth largest wage growth from 2015 to 2018. Professional, Scientific, and Technical Services was selected as an In-Demand industry due to high wages, high wage growth, and a preponderance of high-skilled occupations.

#### Finance and Insurance

The Finance and Insurance industry has a strong presence within the Arizona economy. Finance and Insurance recorded the largest employment LQ among the In-Demand industries selected. Industries with LQ values above 1.0 are generally defined as export-oriented industries because they supply goods or services to consumers outside of the Arizona economy. Several large finance and insurance companies that serve an international client base have a significant presence within the Arizona economy, and the Finance and Insurance industry is considered an export industry because of this. The Finance and Insurance industry also provided the third highest wages in 2018 Q4 and recorded the third fastest wage growth from 2015 to 2018 among the In-Demand industries.

#### Manufacturing

Arizona Manufacturing has made a remarkable recovery after years of decline in the early 2000s. Manufacturing employment peaked at 210,000 jobs in 1998 before steadily declining to 148,000 jobs by 2010[6]. Over the past 19 years, the Manufacturing industry in Arizona grew by 27,000 jobs, more than half of which were created within the past two years, 2018 and 2019. Aerospace Product and Parts Manufacturing is the largest sub sector within Manufacturing and was partially responsible for the employment gains within Manufacturing. From 2015 to 2018, Aerospace Product and Parts Manufacturing gained 3,881 jobs and averaged 5.0 percent growth per year. Other subsectors that recorded strong growth from 2015 to 2018 include Other Food Manufacturing (1,267 jobs; 12.1 percent annual growth); Plastics Product Manufacturing (1,260 jobs; 10.4 percent annual growth); and Pharmaceutical and Medicine Manufacturing (1,127 jobs; 14.5 percent annual growth)[7].

#### Transportation and Warehousing

The importance of Transportation and Warehousing within the Arizona economy has increased within the past several years. Transportation and Warehousing employment grew at an annual rate of 9.2 percent from 2015 to 2018, the second largest growth rate among the In-Demand industries selected. The increase in popularity of online e-commerce is in part responsible for the strong employment growth within the Transportation and Warehousing industry. U.S. e-commerce sales represented over 10.5 percent of total sales in the first quarter of 2019, which is up from just 3.5 percent of total sales in the first quarter of 2009. As consumers have become more comfortable shopping online[8], demand for warehousing and shipping employment has increased. Within the Transportation and Warehousing industry, the subsectors that experienced the largest employment growth from 2015 to 2018 include Warehousing and Storage (14,356 jobs); Couriers and Express Delivery Services (2,726 jobs); and Specialized Freight Trucking (1,413 jobs).

#### Information Technology

The Information Technology industry is an emerging field with employment needs that can change from year to year. While the Information Technology industry is not officially defined under the North American Industrial Classification System (NAICS), the employment growth for specific high-tech subsectors was large enough that a portion of the larger Information industry was targeted as an In-Demand industry. Information Technology employment increased by 9.6 percent annually from 2015 to 2018; the largest employment growth rate of all the In-Demand industries. Within Information Technology, employment growth occurred within Satellite Telecommunications (1,375 jobs); Internet Publishing (1,140 jobs); Software Publishers (1,077 jobs); and Data Processing Services (1,021 jobs).

### **In-Demand Occupations**

An In-Demand occupation, as defined under WIOA, is an occupation that currently has or is projected to have a number of positions that lead to economic self-sufficiency and opportunities for advancement in an industry that is significant to the state. The Council identified a list of 132 In-Demand occupations which have strong projected employment, above-average wages, medium to high skill requirements, and large projected vacancy needs. In-Demand occupations identify career opportunities within each of the In-Demand industries and across education levels.

In 2018, there were 1,231,769 individuals employed within In-Demand occupations, roughly 44.2 percent of total Arizona employment. Employment within In-Demand occupations is projected to increase by 80,358 jobs from 2018 to 2020, growing 3.2 percent annually. In comparison, all Arizona occupations are projected to grow by 2.7 percent annually. The In-Demand occupations also provide above-average wages for employees. In 2018, the average annual wage for In-Demand occupations was \$52,572, while average wage for all industries was \$49,290.

In-Demand occupations are well distributed throughout the seven In-Demand industries. Table 4 shows the number of In-Demand occupations within each of the In-Demand industries. Health Care and Social Assistance has 51 occupations that were identified as In-Demand, the most of all the In-Demand industries. Information Technology, the smallest of the seven In-Demand industries, has the fewest In-Demand occupations with only 22.

Providing opportunities for job seekers across all education levels was a factor considered when selecting In-Demand occupations. Table 5 categorizes In-Demand occupations by minimum education requirements. Forty-eight occupations require at least a high school diploma; this is the most common educational requirement among these 132 occupations. Six occupations require a master's degree; this is the least common educational requirement among these 132 occupations. The complete list of 132 occupations is available in the appendix.

**Table 3: In-Demand Occupations – Employment & Wages**

# of Occupations	Average Wage	Total Employment	Share of 2018 Total Employment	Projected Growth Rate
132	\$52,572	1,231,769	44.2%	3.2%

*Source: ACA/OEO*

**Table 4: In-Demand Occupations – Count of Occupations within Industries**

Industry	Count of In-Demand Occupations[9]
----------	-----------------------------------



Industry	Count of In-Demand Occupations[9]
Construction	46
Finance and Insurance	30
Health Care and Social Assistance	51
Information Technology	22
Manufacturing	59
Professional and technical services	49
Transportation and warehousing	24

Source: ACA/OEO

**Table 5: In-Demand Occupations – Count of Occupations by Education Requirement**

Education Requirement	Count of In-Demand Occupations
Less than high school	20
High school diploma	48
Postsecondary non-degree award	9
Associate degree	15
Bachelor's degree	26
Master's degree	6
Doctoral or professional degree	8

Source: ACA/OEO

## 2. Employers' Employment Needs

**Identifying future employment demands can ensure that individuals are investing time and energy into the right skill sets to meet the needs of employers. Table 6 identifies the most common knowledge, skills, and abilities required for employment within Arizona In-Demand occupations[10]. Fundamental communication skills including writing, listening, and speaking were required in numerous In-Demand occupations and are critical skills for job seekers to focus on improving. Hard skills such as mechanical, mathematics, and computers and electronics are also valuable skills for job seekers to learn.**

**Table 6: In-Demand Occupations Top Required Knowledge, Skills and Abilities**

Knowledge	Skills	Abilities
Customer and Personal Service	Reading Comprehension	Oral Comprehension
English Language	Active Listening	Oral Expression
Mechanical	Critical Thinking	Near Vision
Mathematics	Speaking	Problem Sensitivity
Computers and Electronics	Operation and Control	Written Comprehension

*Source: Produced by the Arizona Office of Economic Opportunity in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics*

Certifications and licenses are often occupation specific. They can be found for all occupations, including Arizona's In-Demand occupations, on the CareerOneStop website.

For Certifications go to the 'Find Certifications'

tool:<https://www.careeronestop.org/Toolkit/Training/find-certifications.aspx>

For Licenses go to the 'Find Certifications' tool:

<https://www.careeronestop.org/Toolkit/Training/find-licenses.aspx>

As ARIZONA@WORK pursues its strategies to develop a career pathway model and support transferrable skills, more research and information on In-Demand credentials and licenses will be developed.

[1] For example, the industries identified by the Nineteen Tribal Nations workforce board in their 2018 Modified Workforce Plan were reviewed during the development of this list. For a complete list of any local board's identified In-Demand Industries, please see their four-year local workforce plan.

[2] The Office of Economic Opportunity provides custom labor market analysis by workforce area that can be accessed on their website. The local workforce boards will identify In-Demand Industries and Occupations in their local workforce area using the latest available labor market data and workforce trends.

[3] U.S. Bureau of Economic Analysis Percent Change in Real Gross Domestic Product (GDP) by State and Region

[4] U.S. Dept. of Commerce Census Bureau American Community Survey Population program

[5] U.S. Dept. of Labor Bureau of Labor Statistics Quarterly Census of Employment and Wage program

[6] U.S. Dept. of Labor Bureau of Labor Statistics Current Employment Statistics program

[7] U.S. Dept. of Labor Bureau of Labor Statistics Quarterly Census of Employment and Wage program

[8] U.S. Dept. of Commerce Census Bureau Quarterly Retail E-Commerce Sales report

[9] Many individual, In-Demand Occupations are present within multiple industries.

[10] In-demand occupations are defined in the Economic Analysis section of the state plan

## **i. Employment and Unemployment**

### **Population**

Population growth in Arizona increased by 1.6 percent (110,302 individuals) in CY 2018. Roughly one-fifth of this growth (20.3 percent) is attributed to natural change (more births than deaths), while four-fifths of this growth (79.7 percent) is attributed to net migration (more individuals moving into Arizona than leaving). Special population changes are related to the temporary residencies caused by university students.

### **Figure 1**

*Source: Prepared by OEO in cooperation with the U.S. Census Bureau using 2010 Census data*

Arizona's population growth rate has exceeded 1.0 percent every year since CY 2012 (see Figure 1). CY 2009 and CY 2010 had particularly low population growth rates due to the impacts of the Great Recession. The employment levels in Arizona declined during these years, and, as employment opportunity is a major driver of population increases, net migration declined as well. As the state recovered, net migration began to increase. This population growth can, in turn, fuel additional economic growth through the infusion of new consumers demanding goods and services.

## Unemployment

Arizona had an unemployment rate of 4.9 percent in June 2019, a significant improvement over the unemployment rate nearly ten years prior when peaked at 10.9 percent in December 2009 (see Figure 2). From December 2009 to June 2019, unemployment levels in Arizona declined by 168,639 individuals. The decline in the Arizona unemployment rate has largely followed the national trend of declining rates of unemployment during this same period. The United States unemployment rate was near its peak in December 2009 at 9.9 percent and has since declined 6.2 percentage points to 3.7 percent as of June 2019.

### Figure 2

From 2010 through 2016, Arizona's unemployment rate has consistently trended downward to historic lows. During the later years of the recovery, from 2017 through 2019, the Arizona unemployment rate began to flatten out or increase slightly. This change in trend was largely due to the significant increase in labor force levels during this same period. Arizona labor force growth was among the fastest of all states during this period as individuals entered into the workforce seeking employment opportunities.

Since April 2008, the Arizona unemployment rate has consistently trended above the United States unemployment rate. Between April 2018 and June 2019, the average difference between the two unemployment rates was 0.6 percent. Since August 2018, the difference has trended consistently over 1.0 percent and stands currently at 1.2 percent in June 2019. The higher unemployment rate in Arizona can be explained in part by the increase in population and labor force levels within the state. From 2008 to 2018, the civilian noninstitutional population has increased by 14.2 percent in Arizona. This is in comparison to the United States where its civilian noninstitutional population only grew by 10.3 percent. Consequently, a population increase in Arizona led to an increase in labor force levels, which grew by 8.6 percent from 2008 to 2018.

Unemployment rates vary dramatically between different demographic groups in the state. Table 7 displays 2018 unemployment rates by age group for Arizona and the United States. In both the United States and Arizona, the unemployment rates for individuals 45 to 54 years old was the lowest of all age group categories, while rates were highest for individuals 16 to 19 years old. Historically, it is typical for the unemployment rates among younger age groups to be higher than older age groups because of the differences in work experience and skill attainment in the two age groups.

**Table 7: 2018 Unemployment Rate by Age Group**

Age Group	AZ Unemployment Rate	US Unemployment Rate
All Ages	4.7%	3.9%

Age Group	AZ Unemployment Rate	US Unemployment Rate
16 to 19 years	17.3%	12.9%
20 to 24 years	7.8%	6.9%
25 to 34 years	5.0%	3.9%
35 to 44 years	2.6%	3.0%
45 to 54 years	2.3%	2.8%
55 to 64 years	4.1%	2.9%
65 years and over	5.8%	3.3%

*Source: Produced by the Arizona Office of Economic Opportunity in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics*

Unemployment rates were higher in Arizona compared to the United States for all but two age categories (individuals 35 to 44 years old and individuals 45 to 54 years old). Differences in unemployment rates were largest in individuals 16 to 19 years old and 65 years and older. Both age groups recorded significantly higher rates of unemployment in Arizona than in the United States as a whole.

In June 2019, the Labor Force Participation Rate[11] (LFPR) in Arizona was 61.6 percent of the civilian non-institutionalized population[12]. The LFPR in Arizona has grown modestly since June 2013 when the rate in Arizona was 59.6 percent. From June 2013 to June 2019, over 487,440 individuals entered into the labor force, which grew by 16.1 percent. In comparison, the United States labor force grew by 4.7 percent over the same period.

### Figure 3

*Source: Produced by the Arizona Office of Economic Opportunity in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics; Local Area Unemployment Statistics*

Table 8 displays the 2018 United States and Arizona LFPR for seven distinct age categories. The LFPR were lowest for individuals 16 to 19 years old and highest for those 35 to 44 years old in both Arizona and the United States. The LFPR were higher for all but one age category, individuals 20 to 24 years old, in the United States than they were in Arizona. The United States LFPR has consistently been higher than the Arizona LFPR for years so this is not a new development occurring in 2018.

**Table 8: 2018 Labor Force by Age Group**

Age Group	AZ Labor Force Participation Rate	US Labor Force Participation Rate
All Ages	61.2%	62.9%
16 to 19 years	34.3%	35.1%
20 to 24 years	77.3%	71.1%
25 to 34 years	81.0%	82.5%
35 to 44 years	81.1%	82.9%

Age Group	AZ Labor Force Participation Rate	US Labor Force Participation Rate
45 to 54 years	79.0%	80.8%
55 to 64 years	63.0%	65.0%
65 years and over	18.0%	19.6%

*Source: Produced by the Arizona Office of Economic Opportunity in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics*

From 1995 to 2018, the Arizona LFPR for teens aged 16 to 19 declined from a high of 63.1 percent to the current 34.3 percent. This dramatic decline in the LFPR among Arizona teens is consistent with trends occurring nationally and may not be particularly troublesome. One factor affecting the decline in teen labor force participation is the increase in the percentage of high school graduates pursuing higher education. For example, the High School Report Card, an annual publication by the Arizona Board of Regents, shows that between the 2015 to 2016 and 2016 to 2017 school year, the number of high school students enrolled at the university level increased by 900 individuals, or 6.3 percent.

Participation in the labor force for individuals ages 55 to 64 steadily increased from 56.5 percent in 1995 to 63.0 percent in 2018. This trend is also similar at the national level as the United States participation rate for this age group increased from 57.2 percent in 1995 to 65.0 percent in 2018. There are many factors that could be influencing individuals in older age categories to continue working, including advancements in medical technology resulting in increasing average life expectancy and raising the age of full retirement.

## **Special Populations**

### Veterans

The Bureau of Labor Statistics estimated a total population of 474,000 veterans in Arizona. Participation in the labor force for all Arizona veterans was 50.2 percent in 2018. While higher than the national veteran labor force participation rate, 49.2 percent, this was lower than the overall LFPR in Arizona of 61.2 percent.

### Individuals with Disabilities

In 2018, 62.9 percent of the United States population over 16 years old was in the labor force, either employed or unemployed. Among individuals with a disability, the LFPR was only 20.8 percent. The national unemployment rate among people with disabilities was 8 percent in 2018, while the rate among people without disabilities was 3.7 percent. Within Arizona, individuals with disabilities are finding it harder to obtain employment. In 2018, individuals with disabilities represented 7.9 percent of total unemployed levels, yet represented only 3.7 percent of the total individuals employed. This suggests that individuals with disabilities represent a disproportionately large share of the total unemployed population.

Nationally, nearly half of individuals with a disability are over 65. In 2018, 49.1 percent of persons with a disability were age 65 and older, compared with 16 percent of those with no disability in this age group. Individuals with a disability often experience higher than average expenses and are required to continue to work when individuals without disabilities may be considering retirement.

Individuals with disabilities also participated in the labor force as part-time employees at a higher rate than the non-disabled population, 31 percent of workers with a disability are

employed part-time, compared to 17 percent of non-disabled workers. This discrepancy is not the result of this subgroup intentionally pursuing part-time work; 4.0 percent of workers who were disabled and working part-time did so for economic reasons, versus 3.0 percent who were not disabled and worked part-time for economic reasons.

### English Language Learners

Adults with low academic and/or low English language skills represent an additional group for which services are needed to help enter the workforce. According to the 2017 American Community Survey 5-Year Estimate, 14 percent of those living in Arizona who are 18 to 64 years of age lack a high school diploma or high school equivalency credential and 11 percent speak English “less than very well.”

### Previously Incarcerated

Individuals who were previously incarcerated often face challenges when seeking out employment opportunities. In Arizona, the incarcerated population has been increasing at a faster rate than the general population. For example, from 2000 to 2015, the residential population in Arizona increased by 32.4 percent while the prison population increased 61.1 percent over the same period (Prison Population Initiative Report).

### **Industry Employment**

At the end of 2018, Arizona recorded its eighth straight year of employment growth, marking the third longest period of expansion in the post-World War II era. From 2011 to 2018, employment grew by 444,600 jobs, growing 2.4 percent annually. Arizona employment reached 2,856,000 in 2018, surpassing pre-recession peak employment in 2007 by 176,600 jobs.

During the later years of the economic recovery from 2015 to 2018, Arizona employment growth increased, growing 2.7 percent annually. Employment growth in Arizona was consistently stronger than the United States as a whole, which grew by only 1.7 percent from 2015 to 2018. Employment growth was widespread throughout the Arizona economy. All 11 Arizona supersectors recorded positive employment change from 2015 to 2018 and 10 of 11 recorded stronger employment growth when compared to United States supersectors. Construction (7.5 percent growth) recorded the strongest employment growth rate among Arizona supersectors followed by Financial Activities (4.3 percent growth), Education and Health Services (3.7 percent growth), and Leisure and Hospitality (3 percent growth).

**Table 9: Annual Average Arizona Total Nonfarm Employment**

Supersector	2015 AZ Number of Jobs	2018 AZ Number of Jobs	AZ Annual Percentage Gain/Loss	US Annual Percentage Gain/Loss
Total Nonfarm Employment	2,636,400	2,856,000	2.7%	1.7%
Natural Resources and Mining	12,600	13,100	1.3%	-3.2%
Construction	127,900	158,800	7.5%	3.8%
Manufacturing	158,300	170,100	2.4%	1.0%
Trade, Transportation	505,200	534,500	1.9%	1.1%

Supersector	2015 AZ Number of Jobs	2018 AZ Number of Jobs	AZ Annual Percentage Gain/Loss	US Annual Percentage Gain/Loss
and Utilities				
Information	45,800	47,400	1.2%	0.2%
Financial Activities	194,800	220,800	4.3%	1.8%
Professional and Business Services	396,200	431,100	2.9%	2.3%
Education and Health Services	399,500	445,700	3.7%	2.4%
Leisure and Hospitality	299,200	326,600	3.0%	2.5%
Other Services (except Public Administration)	87,500	92,700	1.9%	1.4%
Government	409,600	415,200	0.5%	0.5%

*Source: Produced by the Arizona Office of Economic Opportunity in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics*

### **Sub-State Employment**

Table 9 shows a significant portion of Arizona's employment is concentrated in Maricopa County and Pima County. In 2018, these two counties accounted for 84.9 percent of total nonfarm employment within the state. Their share of the total Arizona employment is up 0.7 percent from 2015 levels, when Maricopa County and Pima County accounted for 84.2 percent of total Arizona employment. Maricopa County and Pima County were able to increase their total share of Arizona employment as these two counties saw the largest employment gains from 2015 to 2018.

Table 10 lists employment levels and 2015 to 2018 growth for the United States, Arizona, and Arizona's 15 counties. Maricopa County recorded the fastest annual employment growth rate (3.3 percent growth) from 2015 to 2018; adding 190,700 jobs. Pima County recorded the second largest employment gain, adding 14,300 jobs, and growing 1.3 percent annually. Yavapai County recorded the second highest annual employment growth rates (3.2 percent growth) followed by Greenlee County (2.9 percent growth), Mohave County (2.8 percent growth), and Pinal County (2.2 percent growth). Navajo County, Cochise County, and Santa Cruz County are the only sub-state regions to record employment losses from 2015 to 2018.

**Table 10: 2015 to 2018 Sub-State Nonfarm Employment**

Area	2015 Employment Level	2018 Employment Level	Employ-ment Level Gain/Loss (Numeric)	Annual Employment Gain/Loss (Percentage)
United States	141,843,000	149,074,000	7,231,000	1.7%
Arizona	2,636,400	2,856,000	219,600	2.7%

Area	2015 Employment Level	2018 Employment Level	Employ-ment Level Gain/Loss (Numeric)	Annual Employment Gain/Loss (Percentage)
Maricopa County	1,851,400	2,042,100	190,700	3.3%
Pima County	367,200	381,500	14,300	1.3%
Yavapai County	59,600	65,500	5,900	3.2%
Mohave County	47,100	51,100	4,000	2.8%
Pinal County	56,900	60,800	3,900	2.2%
Yuma County	53,000	55,900	2,900	1.8%
Coconino County	65,400	68,100	2,700	1.4%
Greenlee County	4,500	4,900	400	2.9%
Apache County	18,000	18,300	300	0.6%
Graham County	8,700	9,000	300	1.1%
Gila County	14,900	15,000	100	0.2%
La Paz County	5,300	5,400	100	0.6%
Navajo County	27,200	26,900	-300	-0.4%
Santa Cruz County	13,400	12,900	-500	-1.3%

*Source: Produced by the Arizona Office of Economic Opportunity in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics*

### **Occupation Employment**

Table 11 displays 2018 employment and wage estimates for 22 major occupation groups[13]. The largest major occupational group in Arizona was Office and Administrative Support with 472,350 jobs followed by Sales and Related (289,090 jobs), Food Preparation and Serving-Related (264,850 jobs), and Transportation and Material Moving (171,900 jobs) occupations. Together, these four major occupation groups represented 43 percent of total 2018 Arizona employment.



**Table 11: 2018 Arizona Occupational Employment & Hourly Wage Estimates**

SOC Code*	Occupational Title	AZ Median Hourly Wage	US Median Hourly Wage	AZ Share of Total Employment Level	US Share of Total Employment Level
00-0000	All Occupations	\$17.80	\$18.58	100.0%	100.0%
11-0000	Management	\$43.27	\$50.11	6.0%	5.3%
13-0000	Business and Financial Operations	\$29.48	\$32.86	5.3%	5.3%
15-0000	Computer and Mathematical	\$38.04	\$41.51	3.4%	3.0%
17-0000	Architecture and Engineering	\$37.60	\$38.55	1.9%	1.8%
19-0000	Life, Physical, and Social Science	\$27.26	\$31.77	0.7%	0.8%
21-0000	Community and Social Service	\$19.31	\$21.62	1.5%	1.5%
23-0000	Legal	\$33.53	\$38.85	0.7%	0.8%
25-0000	Education, Training, and Library	\$19.81	\$23.89	5.1%	6.1%
27-0000	Arts, Design, Entertainment, Sports, and Media	\$21.40	\$23.70	1.1%	1.3%
29-0000	Healthcare Practitioners and Technical	\$34.01	\$31.94	5.8%	6.0%
31-0000	Healthcare Support	\$14.61	\$14.30	2.6%	2.8%
33-0000	Protective Service	\$19.81	\$19.54	2.8%	2.4%
35-0000	Food Preparation and Serving Related	\$11.48	\$11.09	9.5%	9.2%
37-0000	Building and Grounds Cleaning and Maintenance	\$12.11	\$12.91	3.0%	3.1%
39-0000	Personal Care and Service	\$11.61	\$11.74	4.0%	3.8%

SOC Code*	Occupational Title	AZ Median Hourly Wage	US Median Hourly Wage	AZ Share of Total Employment Level	US Share of Total Employment Level
41-0000	Sales and Related	\$13.05	\$13.55	10.4%	10.0%
43-0000	Office and Administrative Support	\$16.74	\$17.19	16.9%	15.1%
45-0000	Farming, Fishing, and Forestry	\$11.40	\$12.20	0.4%	0.3%
47-0000	Construction and Extraction	\$20.14	\$22.12	4.5%	4.1%
49-0000	Installation, Maintenance, and Repair	\$20.69	\$21.89	4.1%	3.9%
51-0000	Production	\$16.39	\$16.86	4.0%	6.3%
53-0000	Transportation and Material Moving	\$15.54	\$15.74	6.2%	7.1%

*\*The Standard Occupational Classification (SOC) system is a federal statistical standard used by federal and state agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data.*

*Source: Produced by the Arizona Office of Economic Opportunity in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics*

The composition of Arizona major occupation groups was like that of United States occupations in 2018. The four largest occupation groups in Arizona were also the largest major occupation groups in the United States. The largest difference in major occupation group composition between Arizona and the United States was in Production occupation employment. Production jobs represented only 4.0 percent of total Arizona jobs while they represented 6.3 percent of total United States jobs. The second largest difference in occupational composition between Arizona and the United States occurred in Office and Administrative Support, which represented 16.9 percent of total Arizona employment but only 15.1 percent of total United States employment.

The 2018 median hourly wage level for all occupations in Arizona was \$17.80 (see Table 11), which is less than the United States median hourly wage of \$18.58. In both Arizona and the United States, the Management major occupation group had the highest median wages of all major occupation groups, paying \$43.27 per hour in Arizona and \$50.11 in the United States. The major occupational group with the lowest median wages in Arizona was Farming, Fishing, and Forestry (\$11.40 median hourly wage) followed by Food Preparation and Serving Related occupations (\$11.48 median hourly wage). United States median hourly wages are higher than Arizona median hourly wages for all major occupation groups except for the following: Healthcare Practitioners and Technical; Healthcare Support; Protective Service; Food Preparation and Serving-Related.

## **ii. Labor Market Trends**

## Short-Term Industry Employment Projections

**Table 12: 2018 to 2020 Arizona Industry Projections**

Industry	2018 Estimated Employment	2020 Projected Employment	2-Year Numeric Change	Annual Percentage Change
Total Nonfarm	3,015,242	3,180,933	165,691	2.7%
Construction	158,789	177,677	18,888	5.8%
Education and Health Services	619,441	656,567	37,126	3.0%
Financial Activities	214,000	225,414	11,414	2.6%
Government	159,602	161,658	2,056	0.6%
Information	49,029	50,401	1,372	1.4%
Leisure and Hospitality	350,758	370,013	19,255	2.7%
Manufacturing	168,979	181,463	12,484	3.6%
Natural Resources and Mining	53,142	54,447	1,305	1.2%
Other Services	100,260	104,569	4,309	2.1%
Professional and Business Services	427,874	454,051	26,177	3.0%
Trade, Transportation, and Utilities	541,973	563,714	21,741	2.0%

*Source: Produced by the Arizona Office of Economic Opportunity in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics*

According to Table 12, which cites the most recent short-term industry employment projections, Arizona total nonfarm employment is projected to increase by 165,691 jobs between 2018 and 2020. This represents an annualized growth rate of 2.7 percent. From 2016 to 2018, nonfarm employment increased by 2.7 percent annually.

All 11 Arizona supersectors are projected to gain jobs between 2018 to 2020. Education and Health Services is projected to record the largest employment change, adding 37,126 jobs. Other supersectors projected to record strong employment gains include Professional and Business Services (26,177 jobs), Trade, Transportation and Utilities (21,741 jobs), Leisure and Hospitality (19,255 jobs), Construction (18,888 jobs), Manufacturing (12,484 jobs), and Financial Activities (11,414 jobs). Smaller employment gains are projected to occur within Other Services (4,309 jobs), Government (2,056 jobs), Information (1,372 jobs) and Natural Resources and Mining (1,305 jobs).

Employment is projected to grow throughout all seven Arizona metro areas from 2018 to 2020. Table 13 displays 2018 and 2020 employment estimates, along with two-year numeric and annual percentage changes for state and sub-state local workforce investment areas. For the

state as a whole, employment is projected to grow 2.7 percent annually. Maricopa County is projected to be the fastest growing sub-state area, growing by 3.2 percent annually. Santa Cruz County is projected to record the slowest growth of any Sub-State area, at 0.3 percent annually.

**Table 13: 2018 to 2020 State and Sub-State Employment Projections**

Area	2018 Estimated Employment	2020 Projected Employment	2-Year Numeric Change	Annual Percentage Change
Arizona	3,015,242	3,180,933	165,691	2.7%
City of Phoenix	984,294	1,025,152	40,858	2.1%
Coconino County	70,609	72,920	2,311	1.6%
Maricopa County	2,133,853	2,272,310	138,457	3.2%
Mohave and La Paz Counties	62,236	65,596	3,360	2.7%
Northeastern Arizona*	65,904	67,190	1,286	1.0%
Pima County	398,986	410,891	11,905	1.5%
Pinal County	67,567	69,560	1,993	1.5%
Santa Cruz County	15,145	15,246	101	0.3%
Southeastern Arizona**	61,057	61,638	581	0.5%
Yavapai County	71,809	75,770	3,961	2.7%
Yuma County	67,951	69,817	1,866	1.4%

\*Northeastern Arizona - Includes of Navajo, Apache, and Gila Counties

\*\*Southeastern Arizona - Includes Graham, Greenlee, and Cochise Counties

*Source: Produced by the Arizona Office of Economic Opportunity in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics.*

### **Short-Term Occupation Employment Projections**

According to the most recent occupational employment projections released by OEO, employment within all 22 major occupation groups is projected to increase from 2018 to 2020. The major occupation group projected to record the largest number of job openings is Office and Administrative Support (20,844 jobs), followed by Food Preparation and Serving Related (15,501 jobs). The largest employment percentage growth is projected to occur within Construction and Extraction Occupations, which is projected to record 4.5 percent growth annually, followed by Healthcare Support, growing 4.2 percent annually. See Table 14 for the full list of projected occupation employment growth.

**Table 14: 2018 to 2020 Arizona Occupational Projections**

SOC Code*	SOC Title	2018 Estimated Employment Level	2020 Projected Employment Level	2-Year Numeric Change	Annual Percentage Change
00-0000	All Occupations	3,015,240	3,180,944	165,704	2.7%
11-0000	Management	223,710	237,163	13,453	3.0%
13-0000	Business and Financial Operations	155,412	164,724	9,312	3.0%
15-0000	Computer and Mathematical	96,240	103,370	7,130	3.6%
17-0000	Architecture and Engineering	52,394	56,310	3,916	3.7%
19-0000	Life, Physical, and Social Science	21,513	22,572	1,059	2.4%
21-0000	Community and Social Service	45,352	48,130	2,778	3.0%
23-0000	Legal	21,749	23,176	1,427	3.2%
25-0000	Education, Training, and Library	140,081	144,432	4,351	1.5%
27-0000	Arts, Design, Entertainment, Sports, and Media	47,413	49,571	2,158	2.3%
29-0000	Healthcare Practitioners and Technical	168,831	180,463	11,632	3.4%
31-0000	Healthcare Support	76,320	82,832	6,512	4.2%
33-0000	Protective Service	71,241	72,904	1,663	1.2%
35-0000	Food Preparation and Serving Related	270,426	285,927	15,501	2.8%
37-0000	Building and Grounds Cleaning and Maintenance	100,086	105,014	4,928	2.4%
39-0000	Personal Care and Service	126,838	135,762	8,924	3.5%
41-	Sales and Related	338,392	348,057	9,665	1.4%

SOC Code*	SOC Title	2018 Estimated Employment Level	2020 Projected Employment Level	2-Year Numeric Change	Annual Percentage Change
0000					
43-0000	Office and Administrative Support	477,363	498,207	20,844	2.2%
45-0000	Farming, Fishing, and Forestry	25,313	25,892	579	1.1%
47-0000	Construction and Extraction	143,735	157,044	13,309	4.5%
49-0000	Installation, Maintenance, and Repair	123,929	131,279	7,350	2.9%
51-0000	Production	123,483	130,684	7,201	2.9%
53-0000	Transportation and Material Moving	165,419	177,431	12,012	3.6%

\*The SOC system is a federal statistical standard used by federal and state agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data.

Source: Produced by OEO in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics.

### iii. Education and Skill Levels of Workforce

Table 15 shows the educational attainment of Arizona's total population. This table shows that Arizona has a higher percent share of individuals with less than a high school diploma than what is seen nationally. The state also has a higher share of individuals with some college, no degree.

**Table 15: Educational Attainment of Arizonans Age 25 and Older Compared to U.S. \***

Educational Level Attained	Arizona Population Estimate	Arizona Percent	United States Percent
Less than 9 <sup>th</sup> grade	254,700	5.4%	5.1%
9 <sup>th</sup> to 12 <sup>th</sup> grade, no diploma	350,198	7.4%	6.9%
High school graduate (includes equivalent)	1,136,493	24.1%	27.1%
Some college, no degree	1,178,809	25%	20.4%
Associates degree	408,070	8.7%	8.5%
Bachelor's degree	863,062	18.3%	19.7%

Educational Level Attained	Arizona Population Estimate	Arizona Percent	United States Percent
Graduate or professional degree	520,053	11%	12.3%

Source: U.S. Census 2017 American Community Survey 1-Year Estimate

\*Population estimates include all Arizonans age 25 and older including those not in the labor force (e.g. individuals who are retired, homemakers, in school, etc.).

#### iv. Skills Gaps.

As current economic conditions improve, the need for middle and high-skilled workers continues to put pressure on today's labor market. Table 16, Table 17, and Table 18 categorize 2018 and 2020 occupation employment by respective education, job experience, and on-the-job training requirements[14] to help identify current and forecasted needs. Table 15 (in section iii above) shows the educational attainment of adults aged 25 and older.

Occupations requiring low levels of education represent a large portion of Arizona jobs. In 2018, occupations requiring either a high school diploma or no high school diploma were the two largest employment by education categories, and it is projected that these two categories will remain the largest through 2020, as illustrated in Table 16. While occupations requiring low levels of education are among the largest categories, they are projected to grow at a slower rate from 2018-2020 than occupations requiring higher levels of education. Occupations requiring an associate degree are projected to record the fastest growth, growing by 6.7 percent annually. Other occupation education categories projected to record strong growth include postsecondary non-degree awards (6.3 percent growth), bachelor's degree (6.1 percent growth), master's degree (5.9 percent growth) and doctoral or professional degree (5.8 percent growth).

**Table 16: 2018 to 2020 Arizona Employment by Occupation Minimum Educational Requirements**

Minimum Educational Requirement*	2018 Estimated Employment Level	2020 Projected Employment Level	Growth Rate
Less than high school	746,931	783,640	4.9%
High school diploma or equivalent	1,195,505	1,260,074	5.4%
Some college, no degree	65,915	68,705	4.2%
Postsecondary non-degree award	170,032	180,801	6.3%
Associate's degree	70,796	75,546	6.7%
Bachelor's degree	648,680	687,965	6.1%
Master's degree	50,787	53,772	5.9%
Doctoral or professional degree	66,594	70,441	5.8%

\*In this table, Minimum Education Requirement means the minimum education required by the job and not the educational attainment of the worker

*Source: Produced by OEO in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics.*

The majority of occupations do not require job seekers to possess prior work experience in order to be competitive. In 2018, only 16.7 percent of Arizona workers were employed in occupations that require some work experience, as illustrated in Table 17. Work experience is an important attribute for occupations that require employee oversight, such as managers, supervisors or administrators. This trend is consistent across all educational attainment levels that require work experience. Occupations requiring work experience, but little to no employee oversight, typically include the self-employed, such as private detectives or writers.

Table 17 identifies on-the-job training requirements for Arizona occupations. Unlike work experience requirements, a majority of occupations require at least some on-the-job training. In 2018, only 35.8 percent of jobs provided no on-the-job training, while 61.5 percent of jobs required short-term, moderate or long-term on-the-job training. Occupations requiring an internship, residency, or apprenticeship represented 2.8 percent of jobs in 2018.

**Table 17: Arizona Employment by Occupation Job Experience**

Job Experience	2018 Estimated Employment Level	2018 Estimated Share of Total Employment	2020 Projected Employment Level	2020 Projected Share of Total Employment
None	2,511,274	83.3%	2,649,789	83.3%
Less than 5 years	333,735	11.1%	350,416	11.0%
5 years or more	170,231	5.6%	180,739	5.7%

*Source: Produced by the Arizona Office of Economic Opportunity in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics.*

**Table 18: Arizona Employment by Occupation Job On-the-Job Training**

On-the-Job Training	2018 Estimated Employment Level	2018 Estimated Share of Total Employment	2020 Projected Employment Level	2020 Projected Share of Total Employment
None	1,078,073	35.8%	1,140,467	35.9%
Internship/residency	36,042	1.2%	38,443	1.2%
Apprenticeship	48,522	1.6%	53,184	1.7%
Short-term on-the-job training	1,259,761	41.8%	1,322,264	41.6%
Moderate-term on-the-job training	502,401	16.7%	530,756	16.7%
Long-term on-the-job training	90,441	3.0%	95,830	3.0%

*Source: Produced by the Arizona Office of Economic Opportunity in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics.*



[11] The labor force participation rate (LFPR) is the labor force as a percent of the civilian noninstitutional population.

[12] The civilian noninstitutional populations include persons 16 years of age and older who are not inmates of institutions (for example, penal and mental facilities, homes for the aged), and who are not on active duty in the Armed Forces.

[13] Occupation employment estimates group employment by the type of job an employee performs.

[14] BLS uses a system to assign categories for entry-level education, work experience in a related occupation, and typical on-the-job training to each occupation. Categories do not necessarily identify the exact level of education, job experience or on-the-job training an individual employed in that occupation has. For more information regarding education, job experience and on-the-job assignments visit: [http://www.bls.gov/emp/ep\\_education\\_tech.htm](http://www.bls.gov/emp/ep_education_tech.htm).

## 2. WORKFORCE DEVELOPMENT, EDUCATION AND TRAINING ACTIVITIES ANALYSIS

### A) The State's Workforce Development Activities

#### Overview:

The ARIZONA@WORK system is a partnership between state and local agencies and organizations including, but not limited to the Council, ACA, OEO, DES, ADE, and the Governor-designated Local Workforce Development Areas (LWDAs) and networks. The Core programs are administered by: ADE (Title II) and DES (Titles I, III, and IV). The Council, with the core programs and other partners, assist the Governor to set the vision for the ARIZONA@WORK system as set out in the State plan. The LWDAs drive that vision through alignment within their local plans, engagement with local business, education, and workforce partners, based on local and regional needs and resources.

Primary components of the workforce system include its governance, innovative services to exceed individuals' and employers' expectations, coordination between and with partner organizations, and ensuring accountability and continuous improvement through ongoing evaluation. The workforce development activities discussed below highlight fundamental activities completed within the ARIZONA@WORK system. Responsibilities of required ARIZONA@WORK core partners can be found in the capacity section.

#### Governance:

Governance is led by the Council, established in 2015, as the State's workforce development board. Many of the Council members participate in other statewide councils (such as the Arizona Manufacturers Council, Arizona Chamber of Commerce and Industry, the Arizona Association of General Contractors, the Arizona Insurance Institute, Aerospace and Defense Commission), which provides additional insight and input to execute their role on the Council. A subcommittee of the Council oversees the drafting of administrative policies on behalf of the ARIZONA@WORK system, including local governance structure, service integration, service provider selection, job center certification, Memorandum of Understanding/Infrastructure Funding Agreement (MOU/IFA), monitoring, and conflict of interest. These policies are posted on the ARIZONA@WORK website at:

[www.arizonaatwork.com/about/workforce-arizona-council/policies-reports](http://www.arizonaatwork.com/about/workforce-arizona-council/policies-reports).

Arizona has additional groups that advise different ARIZONA@WORK program areas, including: (1) the Arizona Apprenticeship Advisory Committee, which provides advice and guidance to the

Arizona Registered Apprenticeship Program to support LWDBs to increase apprenticeship opportunities; and (2) the Arizona State Rehabilitation Council, which advises, evaluates, and partners with the State's vocational rehabilitation program.

In 2019, the Council revised the local governance and selection of provider policies, the Council also created a conflict of interest policy to provide further guidance on the requirements for LWDB and Chief Elected Official (CEO) roles and responsibilities. This policy addresses internal firewalls for the different roles various entities undertake for administration of the 12 LWDBs.

### **Services to Employers:**

Businesses are central to the ARIZONA@WORK system, driving economic growth and ensuring a job-driven workforce. The LWDBs and their service providers assist businesses by matching job openings with skilled workers, listing employment opportunities in Arizona Job Connection (AJC), Arizona's web-based job-matching and labor market information system, and referring qualified job seekers to these jobs. ARIZONA@WORK Business Services staff provide public, public-limited, and private access to employer information based on the request of the employer, allowing the ability to avail the job opening(s) to all job seekers or provide a customized match for the employer. Employers also have the ability to utilize ARIZONA@WORK as the sole source of recruitment needs and receive only qualified referrals.

Initial and ongoing meetings with employers establish the communication to help determine what jobs are in demand in an LWDB, the types of training and credentials that individuals need to be qualified for these positions, development of career pathways, and identification of sector strategies, leading to a job-driven workforce system. When these collaborative environments are developed, strengthened, and aligned, they lead to enhanced services and matching effectiveness. When employers become more familiar with the services, their interest in providing opportunities for job seekers expands into participation in work-based training models, such as on-the-job training, customized training, and apprenticeship opportunities.

Arizona's business services model is focused on consulting with businesses and providing value added services and solutions to meet the business' needs. This is accomplished by ARIZONA@WORK business services teams from across the state who aim to work collaboratively and strategically as workforce system partners to support statewide and local strategies and goals. Business services teams provide a wide array of supportive services to employers, including:

- Outreach to employers to meet the needs of applicant pools;
- Conducting on-site meetings with employers to assess their needs and develop a strategy;
- Developing comprehensive job announcements that clearly illustrate needed qualifications, educational and experience requirements;
- Plan, support, promote, and manage the logistics of customized recruitment events to meet employer demand;
- Applicant screening to match job seekers who meet specific skill requirements;
- Informing employers of career and training services such as On-the-Job Training programs, Incumbent Worker Training programs, Customized Training programs, industry and sector strategies and career pathways initiatives;

- Promoting Apprenticeship opportunities and provide assistance to become a registered program;
- Providing current and tailored labor market Information based on industry trends;
- Advocating the hiring of Veterans and promote the benefits to the employer;
- Educating employers on workforce solutions such as the Work Opportunity Tax Credit, Federal Bonding, and candidate pool availability;
- Supporting businesses and affected workers through Rapid Response activities;
- Coordinating for companies to hold meetings, provide training, conduct orientations, or schedule interviews at job centers;
- Consistent communication and follow up with employers to facilitate the relationship building process;
- Supporting the navigation of business services provided by ARIZONA@WORK and other entities;
- Establishing work-based learning models;
- Utilizing Integrated Education and Training programs to fill identified vacancies; and
- Participating in sector partnerships and industry led projects.

#### **Services to Individuals:**

Services are provided for adults, dislocated workers, and youth; individuals with disabilities; English language learners and adult education students; actively engage Veterans and other priority and special populations (as defined in WIOA). Workforce services provided to individuals based on individual qualifications include:

- Outreach, intake and orientation to information and other services available through the ARIZONA@WORK one-stop system;
- Determination of services an individual is eligible to receive;
- Assistance developing an individualized employment plan;
- Initial assessment of skill levels as conducted by each program (e.g., Vocational Rehabilitation (VR) participants receive additional psychological or medical evaluation to ascertain a diagnosis, vocational testing to assess aptitudes and skills, assessment to determine assistive technology needs, and trial work experiences to evaluate an individual's capacity to perform in competitive and integrated employment settings);
- Provision of information on potential employment options based on labor market information including: (i) nontraditional employment options and In-Demand industry sectors and occupations; (ii) Job vacancy listings in labor market areas; (iii) Information on job skills necessary to obtain the vacant jobs listed; and (iv) Achievable employment goals based on the knowledge, skills, abilities, capabilities, and interests of the individual;
- Provision of performance information and program cost information on eligible providers of training;

- Information regarding how the LWDA is performing on local performance accountability measures, as well as any additional performance information related to the local ARIZONA@WORK system;
- Group and/or individual counseling and mentoring;
- Career planning;
- Case management;
- Short-term pre-vocational services;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance;
- Availability of supportive services or other programs providing assistance;
- Referrals for employment and/or other services; and
- Follow up services.

A core piece of services to individuals is the education and training provided to qualified individuals. This may include support obtaining:

- Work-based learning (on-the-job training, apprenticeships, incumbent worker training, customized training, etc.);
- Work Experience (e.g. internships, pre-apprenticeships, etc.);
- Training to obtain In-Demand Occupations with industry recognized credentials;
- Adult education and literacy courses (English language acquisition and integrated education and training programs);
- Career and Technical Education (CTE); and
- Integrated education and training programs.

### **Specific Services for Youth:**

Title I-B Youth Program supports youth to obtain employment in a career pathway, or enrollment in postsecondary education or a Registered Apprenticeship, prior to the end of participation. The program provides services to youth with barriers to employment, with a targeted focus on supporting the educational and career success of out-of-school youth.

The program ensures the availability for all eligible youth, the 14 elements required in WIOA and provides, as appropriate:

- Linkages and referrals to supportive services;
- Interaction with classroom and on-site training staff;
- Interaction with other professionals or family members having influence with the youth;
- Performance coaching/counseling;
- Comprehensive guidance counseling;

- Follow-up and supportive services;
- Through interaction with the participant, identify and assist to resolve issues and challenges that may impede progress and success;
- Links to appropriate professionals and/or supporting resources; and
- Development of Individual Service Strategy (ISS) with goals, progress, and goal attainment development.

Title IV offers a specific set of job readiness services, Pre-Employment Transition Services (Pre-ETS), to all students with documented disabilities who are between the ages of 14 and 22 and enrolled in an educational program. These services are intended to help students with disabilities prepare for future employment; are short in duration; and include job exploration, work-based learning experiences, counseling on postsecondary training opportunities, work readiness training, and instruction in self-advocacy.

For more information about the services to individuals provided by the core programs, please see the policy guidance below.

Title I: <https://des.az.gov/services/employment/workforce-innovation-opportunity-act/policy-and-procedure-manual-workforce>

Title II: <https://cms.azed.gov/home/GetDocumentFile?id=5da73ec203e2b308508fb751>

Title III: <https://az.des.gov/services/employment/job-seekers/employment-service>

Title IV: <https://des.az.gov/services/employment/rehabilitation-services/additional-rehabilitation-resources>

### **Coordination with Other Programs:**

State-level coordination across programs is implemented by ADE and DES, who together administer ten education and employment programs: Career and Technical Education, Community Service Block Grants (CSBG), Jobs for Veterans State Grants, Migrant Seasonal Farmworkers (MSFW), Senior Community Service Employment Program (SCSEP), State Office of Apprenticeship, Supplemental Nutrition Assistance Program Employment and Training, Temporary Assistance for Needy Families Jobs, Trade Adjustment Assistance (TAA), and Unemployment Insurance. Additionally, the State coordinates with programs outside the Unified State Plan, such as DES' (i) Child Support Services, where processes are implemented to assist and connect child support participants to employment and training resources, (ii) Division of Developmental Disabilities (DDD), to coordinate employment services for individuals co-enrolled in VR, and (iii) Child Care Administration, which connects parents receiving child care subsidies to employment opportunities through a referral process.

The co-location of programs, as well as, regular monthly meetings which include ARIZONA@WORK partners, increases the State's ability to leverage resources and coordinate as a system.

Through the LWDB's MOUs, services are coordinated across local partners, including Job Corps, the National Farmworkers Jobs Program, Low Income Home Energy Assistance Program, local Native American programs, and the Supplemental Nutrition Assistance Program Employment and Training. Examples of local coordination include the following:

- MSFW programs operate in LWDAs with extensive agricultural needs. These areas have stronger utilization of and partnerships with the MSFW program and affiliate programs, such as the National Farmworker Jobs Program (NFJP), to help migrant and seasonal farmworkers and their families achieve economic self-sufficiency by offering supportive services to them while they work in agriculture or by helping them to acquire new skills for jobs offering better pay.
- Inclusion of the Jobs Program, Arizona's mandatory employment and training program for work-eligible individuals, generally adults in households receiving Temporary Assistance for Needy Families (TANF) Cash Assistance. The Governor's Office in Arizona approved allowing this partner at the local level if approved by the LWDB. (e.g., the Pinal County Workforce Development Board prioritized this partnership and voted to include the Jobs Program as a required ARIZONA@WORK Pinal County partner.)
- Arizona's reentry initiative supports a growing incarcerated population and provides supports and services to justice-involved youth and adults. These efforts provide employment and education services, while assisting to remove barriers facing this population in order to be successful after release from incarceration.

See LWDB local plans for additional information at: <https://arizonaatwork.com/about/local-boards>

## **B) The Strengths and Weaknesses of Workforce Development Activities**

ARIZONA@WORK identified strengths and weaknesses pertaining to the workforce development activities by surveying state and local partners on system-wide performance in four goal areas. This information was reviewed by Council and LWDB members, core program representatives, and other ARIZONA@WORK partners including representatives from the ADE's Career and Technical Education (CTE) office and ACA. The workgroup also reviewed highlights on the special populations identified in the economic analysis. The following strengths and weaknesses were determined to be the most important to focus efforts over the next four years.

### Goal 1- Promote a Strong Economy

*Build Arizona's capacity to attract, retain, and grow thriving businesses*

- Strengths
  - Utilize partnerships between core partners, ACA/OEO, and LWDBs
  - Common focus to support In-Demand Industries
- Weaknesses
  - Lack of effective, extensive engagement strategy
  - Insufficient coordination between workforce and economic development efforts

### Goal 2- Support Business Needs

*Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs*

- Strength

- Current sector strategies and related education to individuals to support employer needs
- Weakness
  - Lack of coordinated, consistent business support efforts across the state

### Goal 3- Prepare job seekers: defend against poverty

*Prepare and match job seekers to a job creator for a successful career that provides amply*

- Strength
  - Efforts to support participants as early as possible to obtain core employment and basic skills services
- Weaknesses
  - Lack of statewide model for career pathways
  - Insufficient service integration across partners making it harder to support individuals with barriers

### Goal 4 - Protect Taxpayers by providing efficient, accountable government services

*Accelerate measurable impact and performance for less cost*

- Strength
  - Standards and expectations of delivery system (unified support of four target areas)
- Weaknesses
  - Inconsistent and/or limited co-enrollment across ARIZONA@WORK programs
  - Data system and reporting improvements needed by ARIZONA@WORK partners
    - Insufficient interoperability of data systems across ARIZONA@WORK programs
    - Insufficient data reporting to enable data driven decisions that support continuous improvement (e.g. reporting the employment success rate in education and training provided)

### **C. State Workforce Development Capacity.**

To implement WIOA requirements and strategies to meet the goals of this Plan, ARIZONA@WORK needs to identify its capacity of the teams making up the ARIZONA@WORK system. Below is a summary of the State and LWDB team's efforts to support Arizona's workforce system.

#### **Local Workforce Development Boards**

The 12 LWDBs in Arizona serve as strategic conveners to promote and broker effective relationships between the Chief Local Elected Officials and economic, education, and workforce partners throughout the LWDA. The LWDBs are responsible for developing strategies to

continuously improve and strengthen the workforce development system in their local areas. This includes, but is not limited to, assessing the capacity of the ARIZONA@WORK one-stop and other local partners, who together implement WIOA services in the LWDA. LWDBs conduct an assessment and describe the ARIZONA@WORK workforce development activities in their local plans. New local plans will be developed by the LWDBs to include local capacity to implement workforce development activities after the State Plan is finalized.

In the MOUs developed with the ARIZONA@WORK partners, LWDBs describe the operation of the one-stop delivery system in the LWDA. As Arizona implements the strategies in this Plan, LWDBs will be engaged to continuously assess capacity with ARIZONA@WORK partners to implement those strategies, checking and adjusting the implementation as appropriate.

### **ARIZONA@WORK Business Services**

**Who is Served:** Employers across Arizona are engaged and are provided with a tailored plan to meet their workforce needs. This includes listing available job opportunities, assisting with recruitment, and identifying talent pipelines to ensure that businesses have the necessary personnel for growth and success.

#### **Capacity Metric(s):**

Reported Information	Employer Penetration	Workforce Recruitment Assistance
PY17	12,204	14,800
PY18	23,782	23,621

**Program Description:** The State business services team, which includes the Local Veterans Employment Representative's (LVER's), works in collaboration with LWDA business teams to provide seamless engagement with employers. This cohesive business services model allows Arizona to fully leverage engagement with employers across the State and advocate for and connect businesses to a diversified candidate pipeline across ARIZONA@WORK programs.

### **Title I: Adult, Dislocated Workers and Youth**

**Who is Served:** LWDBs provide Title I-B services through contracts or grants to eligible adults, dislocated workers, and youth (aged 14 to 24). Services assist individuals, particularly those with barriers to employment, to increase access to employment, retention, earnings, and attainment of recognized postsecondary credentials.

#### **Capacity Metric(s):**

Reported Information	Adults	Dislocated Workers	Youth
PY17 Total Participants Served	10,250	955	4,204
PY18 Total Participants Served	11,440	994	4,194

**Program Description:** In the Title I-B Adult Program, priority of services is provided to Veterans and covered persons receive priority of service who are: receiving public assistance, low income, or basic skills deficient. The next priority is non-veterans who are receiving public assistance, low income, or basic skills deficient. The Title I-B Dislocated Worker Program serves individuals who have been laid off through no fault of their own or who are displaced homemakers. The Title I-B Youth services are provided to youth, 14 to 24 years of age, with 75 percent of funding focused on serving out-of-school youth.

### **Title II, Adult Education:**



**Who is Served:** Adult Education students must be 16 years of age or older, not enrolled or required to be enrolled in secondary school under A.R.S. § 15-802, and basic skills deficient, lack a secondary school diploma or its equivalent, or English language learners. Additionally, adult education students must meet the eligibility requirements in A.R.S. § 15-232 of being lawfully present in the United States.

**Capacity Metric(s):**

Reported Information	Total Enrolled	Total Hours of Instruction
PY17	13,705	1,160,780
PY18	12,937	1,140,591

**Program Description:** This program provides adult education and literacy services throughout the state to assist adults to become literate and obtain the knowledge and skills needed for employment and economic self-sufficiency. Program activities include classes to assist in the attainment of a secondary diploma, English language skills, basic academic skills, civics engagement, workforce preparation, and transition to postsecondary education/training through career pathways.

**Title III: Wagner-Peyser Program**

**Who is served:** The Title III Wagner-Peyser program, also known as Employment Services, provides basic and individualized career services to job seekers and job development services to Arizona employers. Veterans and covered persons receive priority of service.

**Capacity Metric(s):**

Reported Information	Total Participants Served	Total Exiters
PY17 Total Participants	58,718	47,791
PY18 Total Participants	39,969	39,051

**Program Description:** Employment Services seeks to improve the functioning of Arizona's labor markets by bringing together individuals seeking employment with employers seeking workers. Employment Services, a core partner in the ARIZONA@WORK system, co-locates in job centers with other network partners across the state and align performance accountability indicators with other federal workforce programs. Basic services include skill assessment, labor market information, referrals to support service programs and job search and placement assistance. Individualized services include career and vocational counseling.

**Title IV: Vocational Rehabilitation**

**Who is Served:** The VR Program provides rehabilitation and employment services to individuals with disabilities. Students with documented disabilities in the state of Arizona who are between the ages of 14 to 22 and enrolled in an education program are able to receive a limited set of work preparation services to prepare for future employment. To be eligible for the full range of VR services, individuals must have a documented disability, the disability must present a barrier to competitive and integrated employment, and the individual must require VR services in order to achieve competitive and integrated employment.

**Capacity Metric(s):**

Reported Information	Participants*
PY17	16,105
PY18	15,690

\*A participant is an individual who has an approved Individualized Plan for Employment and is receiving VR services.

**Program Description:** The VR Program provides services and supports to assist individuals with disabilities to obtain, maintain, regain, or advance in competitive and integrated employment. VR services are individualized and adapted to meet each eligible individual's specific vocational goal and disability-related needs. Examples of services available through the VR Program include assessments for determining eligibility and rehabilitation needs, vocational guidance and counseling, job development and retention, vocational/educational training, mobility training, adjustment to disability training, and rehabilitation technology.

### **ARIZONA@WORK Public Information Office**

The ARIZONA@WORK Public Information Office provides the following services:

- Communication: assist LWDAs with communication efforts including, material templates, content and design, promotion assistance of events and workshops, and website usage. Materials promote ARIZONA@WORK services and events to act as reference points for customers and staff, such as flyers, banners, pamphlets, posters, postcards, etc. Digital materials include videos, newsletters, social media posts, infographics, charts, and articles promoting ARIZONA@WORK programs and successes.
- Internal and external communication: critical messages are provided to the internal network to disseminate important updates, events, and news.
- Branding: includes efforts such as the ARIZONA@WORK Style Guide to meet WIOA and State policy requirements to ensure brand consistency throughout the state.
- Social Media and Data: serving as the bridge to connect ARIZONA@WORK with the public, ARIZONA@WORK Public Information Officers (PIOs) manage the network's social media presence and assists the LWDAs with their local social media accounts.
- ARIZONA@WORK website: manage the general website content and delegate responsibilities to LWDAs to maintain area-specific content.

ARIZONA@WORK Facebook accounts reach thousands of people across the state each week, and all combined accounts have approximately 8,500 followers. The improved ARIZONA@WORK website launched in April 2019 and is a powerful feature to distribute resource information and guide clients and prospective clients to find ARIZONA@WORK locations near them. In July 2019, the site had:

- 89,839-page views with an average time on pages 1:47.
- 31,269 sessions: 1.35 sessions per user; average duration 3:22 minutes; 2.87 pages viewed per session; and 23,186 total users (sessions equal a single visit to website. Page views equal each page loaded by a user).

### **Eligible Training Provider List (ETPL)**

**Who is served:** The Eligible Training Provider List (ETPL) is a resource to be used by participants in the Adult, Dislocated Worker, and Out-of-School Youth programs as mandated by the WIOA.

**Capacity Metrics:** The PY 2018 ETPL totals, per AJC report, shows 227 Eligible Training Providers, 438 Initial Programs[15], and 822 Subsequent Programs active on the ETPL.

**Program Description:** The ETPL Program consists of approved educational providers who offer training services to meet the skill and educational development need of Adult, Dislocated Worker, and Out-of-School Youth program participants, including those who are disabled and/or require VR services. Eligible Training Provider (ETP) programs approved for the ETPL must be focused on In-Demand occupations within the LWDA they are located and must result in certification or accreditation. Each ETP is evaluated by the LWDB ETPL approver using criteria that include the demand for occupations in the LWDA and align with the sector strategies and respective local plans.

[15] Programs are approved initially for a period of one year then are reviewed every two years for continued eligibility. Initial Programs are those in the first year of approval.

## B. STATE STRATEGIC VISION AND GOALS

### 1. Vision

Governor Doug Ducey's vision for Arizona is to build a pro-growth economy that provides opportunity for all and creates prosperous communities. This means ensuring that all Arizonans eligible to work, regardless of their circumstance, background, social status or zip code, have access to the best economic opportunity, educational options, healthcare services, safety system and overall quality of life as possible.

#### State Priorities Established by Governor Ducey:

- Government working at the speed of business
- Equal access to education
- Opportunity for all
- Pro-growth economy

The ARIZONA@WORK system, led by the Council, plays a key role in building the skills and abilities of people to meet the workforce needs of employers. This includes creating meaningful linkages between the education and workforce systems, aligning data so that metrics can be better defined and more easily measured, and helping people of all backgrounds gain employment and prosper in a rapidly changing economy.

Through the required coordination of core programs and the inclusion of industry, WIOA presents an extraordinary opportunity to improve the efficiency, relevance and productivity of the workforce system. Uniting under this state plan and a common identifier, the system players will engage in strategic partnerships that strengthen the State's ability to encourage economic growth by leveraging its qualified workforce. With the Governor and Council providing leadership and direction, DES, ADE, ACA, and additional ARIZONA@WORK partners will work together to provide services that ultimately meet the needs of job creators needing skilled workers in growing and In-Demand industries and individuals in need of fulfilling employment.

Ensuring the quality and ease of services provided by the workforce system requires integrated service delivery that includes high-quality professional staff to deliver work readiness skills for job seekers that will complement occupational skills training and business services. The system will strive to create career pathways, aligned to industry needs, which combine education and training opportunities in a way that supports individuals gaining buildable knowledge, skills, and abilities throughout their careers. Connecting programs, services and systems will require collaboration around building a strong data infrastructure and metric measuring tools.

By leveraging improved data and the perspective and input of industry in the decisions made at the state and local levels, ARIZONA@WORK will ensure it is fulfilling its value as an economic development asset. The strategies within this plan will set the State on the path to implementing key activities that will drive this vision of an integrated, efficient and productive workforce system.

## 2. Goals

The four goals identified for the ARIZONA@WORK system (*listed below*) were developed to ensure a customer centric workforce system. Each goal focuses on a primary target customer of workforce services. To achieve each goal, regular consideration of the current economic trends and workforce patterns will be required. The latest economic and workforce analysis available during the writing of this plan can be found in section I.(a).

- Goal 1: Promote a Strong Arizona Economy - *Build Arizona's capacity to attract, retain and grow thriving businesses.*
- Goal 2: Serve Business Needs - *Serve Arizona job creators by understanding, anticipating and helping them meet workforce needs (including meeting the skilled workforce needs of employers).*
- Goal 3: Prepare Job Seekers; Defend Against Poverty - *Prepare and match job seekers to a job creator for a successful career that provides amply (preparing an educated and skilled workforce, including youth and individuals with barriers to employment and other populations).*
  - *Some specific populations Arizona is striving to make significant improvement for include those mentioned as key populations within the economic and workforce analysis section of this plan:*
    - *Individuals with Disabilities :*
      - *Increase competitive integrated employment opportunities for individuals with disabilities.*
        - *Improve access to services for people with disabilities in the job centers across Arizona.*
        - *Increase knowledge of local workforce partners about the Governor's Executive Order on Employment First to improve employment outcomes for individuals with disabilities.*
    - *Veterans:*
      - *Increase access to ARIZONA@WORK services*

- *Facilitate the provision of services to veterans.*
- *Previously Incarcerated Individuals:*
  - *Increase access to ARIZONA@WORK services*
  - *Increase employment outcomes for individuals releasing from incarceration.*
- *Low Academic Individuals and English Language Learners:*
  - Increase the number of individuals who improve academic or english language skills.
  - Increase the number of individuals who obtain industry recognized credentials.
  - Increase the number of individuals receiving a secondary diploma and transitioning to post-secondary education or employment in Arizona.
- Goal 4: Protect Taxpayers by Providing Efficient, Accountable Government Service - *Accelerate measurable impact and performance for less cost.*

### **3. Performance Goals**

The Performance Goals for Core Programs are written in their respective sections of this document.

### **4. Assessment**

Through Governor Ducey, and endorsed by the Council, Arizona is deploying a professional, results-driven management system, the Arizona Management System (AMS), to transform the way government thinks and does business. AMS is built on lean principles and focuses on people through transformation processes while striving to improve the outcomes for customers. Through training and coaching, staff will be empowered to make data-driven decisions, use a common problem-solving process, and track progress through visual controls. This affords staff greater creativity and control while expanding capacity to do more good for all ARIZONA@WORK customers.

At the State level, the Council, ADE, and DES will assess the overall health of the ARIZONA@WORK system through a check and adjust process, using lead measures for the State's strategies and other critical measures to improve the overall system and meet or exceed the federal performance measures. Using a dashboard on the ARIZONA@WORK website, agency scorecards, and tiered measures throughout the system, teams at all levels will be able to quickly identify progress and slippage, problem solve to identify root causes, and implement countermeasures to course-correct and/or improve the measures. Regular reviews with the Council and/or the appropriate committee will ensure ongoing input and assessment of the ARIZONA@WORK system.

Throughout the ARIZONA@WORK system, the evaluation of improvements will be continuous, with the goal of ARIZONA@WORK staff at all levels creating teams to solve problems, improving processes using standard problem-solving techniques while measuring progress to make those processes better, faster, and more cost efficient.

## C. STATE STRATEGY

### c. State Strategy

ARIZONA@WORK developed strategies based on the goals and strengths and weaknesses identified from a cross-functional team, including representatives from the Council, core programs, and the LWDBs. Arizona's goals are interdependent, with many strategies affecting more than one goal to create and promote a holistic system to benefit ARIZONA@WORK customers.

The strategies are also based on the systemwide workforce development activities noted in section (a). Rather than identify strategies that were unique to the activities of one ARIZONA@WORK partner, this plan focuses on strategies that will engage multiple partners and teams to implement changes benefiting the system as a whole. This Plan intends for partners to directly or indirectly provide input across strategies, reflecting their role as part of a larger ARIZONA@WORK system.

Strategies included:

1. Promote industry sector partnerships/projects
2. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system
3. Increase and improve coordination between workforce, education, and economic development efforts at the state and local level
4. Ensure training provided to job seekers and workers has a focus on transferable skills
5. Create a comprehensive business engagement plan to support consistency and availability of services
6. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, connecting the education and incorporating appropriate flexibility for regional variation
7. Improve processes for co-enrollment across partners to share costs and case management to better serve customers
8. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently including populations identified in section (a)
9. Create a consistent system for continuous improvement
10. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs

#### **1. Describe the Strategies the State will Implement**

ARIZONA@WORK identified the following strategies to support industry partnerships in In-Demand industries and career pathways:

- Promote industry sector partnerships/projects in In-Demand Industries.
  - Strategy implementation will focus support and project development for the State In-Demand Industry Sectors including: Construction, Health & Social

Services, Professional, Finance & Insurance, Manufacturing, Transportation & Warehousing, and Information Technology.

- Implement a framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, incorporating appropriate flexibility for regional variation.

Areas for improvement in the current implementation of these strategies include expanding coordination across the ARIZONA@WORK system to develop career pathways and sector partnerships. Through the cross-partner engagement in the development and identification of capacity for the strategies in this plan, Arizona intends to identify best practices at the national, state, and local level to increase sector partnerships and implement a career pathway framework and also improve the quality by improving communication and coordination of services across ARIZONA@WORK partners. As a part of the overall strategy for developing a career pathway framework, Arizona intends to develop methods for connecting all core Title partner participants to diverse career pathway opportunities including CTE, Registered Apprenticeship programs, etc.

## **2. Describe the Strategies the State will Use to Align the Core Programs**

ARIZONA@WORK identified the following strategies to align core programs, required and optional one-stop partner programs, and other State resources:

- Increase and improve coordination between workforce and economic development efforts at the state and local level.
- Create a comprehensive business engagement plan to support consistency and availability of services.
- Implement a framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, incorporating appropriate flexibility for regional variation.
- Improve processes for co-enrollment across partners to share costs and case management to better serve customers.
- Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs.

The strategies developed to strengthen system weaknesses include strategies 2, 3, 5, 6,7,8, and 10 seen in section c above.

## **III. OPERATIONAL PLANNING ELEMENTS**

### **A. STATE STRATEGY IMPLEMENTATION**

#### **1. STATE BOARD FUNCTIONS**

The Council is the State workforce board which assists the Governor in carrying out the 12 functions under section 101(d) of WIOA. The Council is led by an executive committee consisting of the Council chair and the chairs of the Council's four standing committees. The four committees align with the 12 functions and will drive the implementation of the State Plan. State and Council staff will provide regular updates to the committees and quarterly presentations to the Council, allowing for transparency and supporting informed decision-

making around governance, programmatic, and fiscal requirements. The Chair, on behalf of the Council, will make quarterly recommendations to the Governor.

## 2. IMPLEMENTATION OF STATE STRATEGY

### A. CORE PROGRAM ACTIVITIES TO IMPLEMENT THE STATE'S STRATEGY

The following table provides the State's strategies for the next four years, including implementation activities for each strategy:

Strategies	Implementation
1. Promote industry sector partnerships/projects	<p>A. Identify best practices for cross-partner industry sector partnerships/projects for In-Demand Industries</p> <p>B. Expand the talent pipeline for In-Demand Industries by engaging educational institutions, industry, economic development, and workforce development in an integrated way in Arizona's rural and urban settings</p>
1. Develop and implement a communication and outreach plan to promote awareness and utilization of the ARIZONA@WORK system	<p>C. Expand policy and create guidance/tools for State and local workforce development areas on use of ARIZONA@WORK branding</p> <p>D. Increase staff knowledge of all ARIZONA@WORK services</p> <p>E. Strengthen partnerships between core and ARIZONA@WORK partners</p> <p>F. Expand and improve partnerships with community organizations</p> <p>G. Increase use of and quality of technology-based communications with customers and partners (e.g. social media)</p> <p>H. Develop an awareness implementation plan focused on communicating opportunities to support businesses with solutions through the life of the business cycle, and individuals to gain employment at family-sustaining wages</p>
1. Increase and improve coordination between workforce, education and economic development efforts at the state and local level	I. Identify, implement, and maintain best practices for state and local coordination between economic, education and workforce development to ensure businesses and job seekers are efficiently and appropriately matched, including participation in economic



Strategies	Implementation
	development associations
1. Ensure training provided to job seekers and workers has a focus on transferable skills	<p>J. Identify the knowledge, skills, and abilities needed for occupations in In-Demand Industries</p> <p>K. Educate ARIZONA@WORK staff and customers (individuals and businesses) in how to use transferable skills</p> <p>L. Create an enhanced screening process to identify transferable skills of job seekers</p> <p>M. Increase staff knowledge of all ARIZONA@WORK education and training services</p> <p>N. Engage training providers/partners to increase awareness of the need for transferable skills in curricula based on business needs</p>
1. Create a comprehensive business engagement plan to support consistency and availability of services	<p>O. Include standard training for ARIZONA@WORK Business Service Representatives</p> <p>P. Assist businesses to utilize work-based training, diversify registered apprenticeships, and upskill workers to increase employee recruitment and retention</p> <p>Q. Expand network to deliver solutions, including work-based training models, across the business lifecycle</p> <p>R. Ensure solutions are developed that support rural and urban business needs</p>
1. Implement framework for supporting a statewide model for career pathways based on the identified In-Demand industries and occupations, connecting the education and incorporating appropriate flexibility for regional variation	<p>S. Ensure career pathway model provides inclusive opportunities for all ARIZONA@WORK customers, including the development of tool(s) for ARIZONA@WORK partners</p> <p>T. Ensure career pathways are based on labor market information</p>

Strategies	Implementation
	<p>U. Engage the business community in developing training</p> <p>V. Clearly identify industry-recognized credentials (including non-degree credentials)</p> <p>W. Prioritize career pathway project(s) on In-Demand Industries and Occupations</p> <p>X. Engage and support statewide and local efforts in the development of a statewide talent pipeline, to include coordinating with state initiatives</p>
1. Improve processes for co-enrollment across partners to share costs and case management to better serve customers	<p>Y. Identify best practices for strategic co-enrollment across ARIZONA@WORK partners</p> <p>Z. Analyze case management requirements to find opportunities to streamline supports and services</p> <p>AA. Utilize comprehensive and standard common intake, assessment, referral processes</p>
1. Enhance initiatives supporting populations with barriers to employment to ensure customers are receiving needed services efficiently	<p>BB. Develop and implement a plan for universal design to remove barriers and create a system designed, to the greatest extent possible, for all customers</p> <p>CC. Research alternative delivery methods for services and training, e.g. use of technology</p> <p>DD. Educate and support ARIZONA@WORK team members in supporting all ARIZONA@WORK customers</p> <p>EE. Support innovative solutions to meet the unique needs of individuals in different workforce areas based on labor market and workforce trends considering unique needs in rural and urban parts of the state[17]</p>
1. Create a consistent system for continuous improvement	<p>FF. Increase oversight, monitoring, compliance and technical assistance of state, local and ARIZONA@WORK partners</p> <p>GG. Establish a benchmark for speed, quality, cost, and results of interaction with the system</p>

Strategies	Implementation
	<p>to ensure customer satisfaction</p> <p>HH. Expand use of AMS methodologies, including tiered measures and problem solving horizontally and vertically across ARIZONA@WORK programs</p> <p>II. Expand adherence to the standards and expectations of the ARIZONA@WORK delivery system inclusive within the ARIZONA@WORK system</p> <p>JJ. Support approaches that drive culture change through innovative staffing/hiring practices across the ARIZONA@WORK system</p>
<p>1. Identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs</p>	<p>KK. Identify data system solutions to improve data sharing for shared clients across ARIZONA@WORK programs</p> <p>LL. Develop a data validation methodology to ensure valid and reliable data</p> <p>MM. Improve data reporting and analysis to enable data-driven decisions that support continuous improvement</p> <p>NN. Improve workforce service technology to enable customers to self-serve</p>

The agencies overseeing the Core programs, ADE and DES, will fund activities to implement this Plan's strategies. The strategies will include coordinating with cross-functional teams (including LWDBs and identified ARIZONA@WORK partners) through regular meetings, representation on workgroups, input on written project plans and materials, presentations, and collaboration for discussion with the Council and its committees, as appropriate. ADE and DES together also administer nine education and employment programs: CTE, CSBG, JVSG, MSFW, SCSEP, Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T), TANF Jobs, Trade Adjustment Assistance (TAA), and Unemployment Insurance(UI); which increases the State's ability to leverage resources and coordinate as a system. Likewise, the State Office of Apprenticeship is housed in DES and staff participate in statewide and local activities with the Council and LWDBs to align apprenticeship information and opportunities for businesses and individuals.

The 12 LWDBs, with the required ARIZONA@WORK and other local partners, will coordinate implementation to align with the State's strategies. The LWDBs set local strategy, aligned with the state's strategy, and through their local plans and MOU, will describe their coordination efforts to streamline processes and capitalize on all resources to best serve ARIZONA@WORK

customers. Many of the required local partners are co-located within the ARIZONA@WORK Job Centers, such as TANF Jobs, the Reemployment Services and Eligibility Assessments (RESEA) program, and Jobs for Veterans State Grants (JMSG) program staff, to facilitate increased communication and continuous improvement activities.

The cross-functional teams will use shared expertise, successes and challenges, and together implement the strategies for the State plan. The strategies will be measured, and problem solving will be implemented to check and adjust throughout the life of the Unified State Plan to continue improvement for the goals of the ARIZONA@WORK system. Specific strategy implementation with core programs and alignment with activities outside the Unified State Plan includes:

Strategy 2 Implementation: To expand knowledge and understanding of the ARIZONA@WORK system, a cross-functional team will develop an awareness implementation plan to promote a common understanding of the system across all partners. For example, sharing knowledge from Disabled Veterans' Outreach Program (DVOP) staff and Local Veterans' Employment Representatives (LVERs) will expand overall knowledge to identify and engage veterans and businesses providing employment opportunities to veterans, to improve priority of service and employment for veterans throughout Arizona. Through this common understanding, ARIZONA@WORK staff will have a common language to engage education, workforce, and economic development entities to strengthen partnerships, engage new partners, and better leverage and share expertise and resources across the system.

Strategy 9 Implementation: To create a consistent system for continuous improvement, Arizona will continue its deployment of its results-driven management system, envisioned by Governor Ducey and endorsed by the Council, to improve outcomes for employers and job seekers. This system supports teams to identify problems, work through a problem-solving process to determine the root causes of the problem, and then implement solutions, using a check-and-adjust methodology to ensure and support continued improvement. To support all individuals implementing the system, Arizona will research approaches that drive culture change through innovative staffing/hiring practices across ARIZONA@WORK.

Strategy 10 Implementation: Through the identification of data system solutions, ARIZONA@WORK partners will prevent duplication of services and enhance partnering to streamline services within the ARIZONA@WORK system. Creative solutions for data challenges are intended to improve management of and streamline services to co-enrolled individuals, track individuals through workforce, education, and community programs, and provide critical data to continuously improve services to customers.

[17] Labor market data is available on the Office of Economic Opportunity's labor statistics website.

## B. ALIGNMENT WITH ACTIVITIES OUTSIDE THE PLAN

As fully described in Section III.(a)(2)(A), this Plan's strategies will include coordination with cross-functional teams to include required and other ARIZONA@WORK partners through regular meetings, representation on workgroups, input on written project plans and materials, and, collaboration for discussion with the Council and its committees, as appropriate. ADE and DES together also administer nine Education and Employment Programs (CTE, CSBG, JMSG, MSFW, SCSEP, SNAP E&T, TANF Jobs, TAA, and UI), which increases the State's ability to leverage resources and coordinate as a system. Likewise, the State Office of Apprenticeship is housed in DES and staff will participate in statewide and local activities to implement the

Unified State Plan's strategies with the Council and LWDBs to align apprenticeship information and opportunities for businesses and individuals.

The 12 LWDBs with the ARIZONA@WORK required and other local partners (e.g., Job Corps, YouthBuild, the U.S. Department of Housing and Urban Development [HUD] employment and training providers, and CTE providers), will coordinate implementation to align with the State's strategies. The LWDBs will set local strategy, aligned with the state's strategy, in their local plans, and coordinate with other local partners not included in this Plan, such as Low-Income Home Energy Assistance Program, Adult and Juvenile Correction agencies, local libraries, and city/town governments. Through the MOU, LWDBs will describe their coordination efforts with partners in the local area to streamline processes and capitalize on all resources to best serve ARIZONA@WORK customers. Many of the required local partners are co-located within the ARIZONA@WORK Job Centers, such as TANF Jobs, RESEA and JVSG staff, to facilitate increased communication and continuous improvement activities.

Specific strategy implementation with core programs and alignment with activities outside the Unified State Plan includes:

Strategy 2 Implementation: To expand knowledge and understanding of the ARIZONA@WORK system, a cross-functional team will develop an awareness implementation plan to promote a common understanding of the system across all partners. For example, sharing knowledge from DVOPs and LVERs will expand overall knowledge to identify and engage Veterans and businesses providing employment opportunities to veterans, to improve priority of service for Veterans throughout Arizona. Through this common understanding, ARIZONA@WORK staff will have a common language to engage education, workforce, and economic development entities to strengthen partnerships, engage new partners, and better leverage and share expertise and resources across the system.

Strategy 9 Implementation: To create a consistent system for continuous improvement, Arizona will continue its deployment of its results-driven management system, AMS, envisioned by Governor Ducey, and endorsed by the Council to improve outcomes for employers and job seekers. This system supports teams to identify problems, work through a problem-solving process to determine the root causes of the problem, and then implement solutions, using a check and adjust methodology to ensure and support continued improvement. To support all individuals implementing AMS, Arizona will research approaches that drive culture change through innovative staffing/hiring practices across the ARIZONA@WORK system.

Strategy 10 Implementation: Through the identification of data system solutions, ARIZONA@WORK partners will prevent duplication of services and enhance partnering to streamline services within the ARIZONA@WORK system. Creative solutions for data challenges are intended to improve management of and streamline services to co-enrolled individuals, track individuals through workforce, education, and community programs, and provide critical data to continuously improve services to customers.

### C. COORDINATION, ALIGNMENT AND PROVISION OF SERVICES TO INDIVIDUALS

Over the next four years, ARIZONA@WORK partners will engage in cross-functional teams, using shared expertise, successes and challenges, and together implement the strategies for the State plan. The strategies will be measured, and problem solving will be implemented to check and adjust throughout the life of this Unified State Plan to continue improvement for the ultimate goals of the ARIZONA@WORK system. System-wide resources will be used, such as the Arizona Career Readiness Credential (ACRC), to promote a customer-centric model for

identifying skills and assisting in job placement. Specific strategy implementation and alignment activities designed to coordinate the provision of services to individuals include:

**Strategy 6 Implementation:** Creating a framework to support statewide models for identified career pathways, all individuals, regardless of education or skill level or of the program serving them, will see a path based on their intended career. For example, students enrolled in adult literacy classes or individuals who are justice-involved and re-entering the workforce, will be able to identify where they are on a pathway of interest, what additional skills, training, and/or postsecondary credentials (including registered apprenticeships) are needed, and engage with the ARIZONA@WORK system to identify support and resources (e.g., transportation, training) to meet their goals. The pathways will utilize labor market information to ensure sustainable careers and engage partners (including eligible training partners and other educational institutions) and businesses to develop the pathways. Arizona intends to utilize the developed career pathways across all Core and non-core programs (e.g., TANF Jobs, SNAP E&T) to align as a system to assist all customers to meet their potential.

**Strategy 7 Implementation:** To streamline services to individuals, especially those with barriers to employment who may qualify for more than one program, a cross-functional team will identify best practices to improve processes for strategic co-enrollment across partners to share costs and case management. The team will capitalize on successes within Arizona, including the effort to increase co-enrollment between TAA and Title I-B, which through problem solving and implementing improvement strategies, resulted in doubling statewide co-enrollment across Arizona.

**Strategy 8 Implementation:** To ensure individuals who use the ARIZONA@WORK system can access the supports and services needed, Arizona will develop and implement a plan for universal design to remove barriers and create a system designed, to the greatest extent possible for all customers. Using the knowledge and successes of current core program implementation (Title II universal learning implementation through Center for Applied Special Technology [CAST] and Title IV's expertise in serving individuals with disabilities), ARIZONA@WORK will develop alternative delivery methods for services and training, e.g. use of technology, and educate and assist ARIZONA@WORK team members to support ARIZONA@WORK customers.

#### D. COORDINATION, ALIGNMENT AND PROVISION OF SERVICES TO EMPLOYERS

Over the next four years, ARIZONA@WORK partners will engage in cross-functional teams using shared expertise, successes and challenges, and together implement the strategies for the State Plan. The strategies will be measured, and problem solving will be implemented to check and adjust throughout the life of this Unified State Plan to continue improvement for the ultimate goals of the ARIZONA@WORK system. Specific strategy implementation that coordinates and aligns the provision of services to businesses includes:

**Strategy 1 Implementation:** Arizona will utilize its successful strategies from prior sector partnerships by (i) OEO with manufacturing, construction, insurance, and hospitality, and (ii) LWDBs in locally identified In-Demand industries and engage ARIZONA@WORK partners to:

- Identify best practices to focus its sector partnerships in Arizona's In-Demand industries;
- Coordinate efforts with businesses using State and local workforce development board members and ARIZONA@WORK business service teams;

- Engage economic development partners through the Arizona Commerce Authority (ACA) and LWDBs' networks, and state and local economic government and associations;
- Identify educational partners to develop relevant curricula (such as CTE and eligible training providers); and
- Work with partners, such as Local First Arizona Foundation's Rural Development Council, to discover and support business needs in Arizona's rural and tribal areas.

Through these efforts, Arizona intends to expand the talent pipeline in the ARIZONA@WORK system to meet the identified industry needs through focused sector partnerships for In-Demand industries.

Strategy 5 Implementation: To support business throughout Arizona, a comprehensive business engagement plan will be developed engaging State business members, LWDB and area business representatives, and ARIZONA@WORK business service representatives. Input on the business engagement plan will be gathered from state agencies implementing the core programs, ADE and DES, LWDBs, as well as OEO and ACA, to support consistency and availability of comprehensive, high-quality business services throughout Arizona. The goal of the business engagement plan's implementation is to expand the ARIZONA@WORK network to deliver solutions across the business lifecycle, including assisting businesses to utilize work-based training models, diversify apprenticeship opportunities, and upskill workers to increase employee recruitment and retention.

#### E. PARTNER ENGAGEMENT WITH EDUCATIONAL INSTITUTIONS

Educational institutions are a critical partner to the success of the ARIZONA@WORK system, supporting (i) businesses to meet their need for a qualified workforce, and (ii) employed and unemployed individuals to obtain training and credentials, which lead to employment at family-sustaining wages. Community colleges, CTE providers, and other education partners (including those listed on the eligible training provider list) will be engaged to coordinate the strategies provided in this Plan.

ARIZONA@WORK partners will engage in cross-functional teams using shared expertise, successes and challenges, and together implement the strategies for the State plan. The strategies will be measured, and problem solving will be implemented to check and adjust throughout the life of the Unified State Plan to continue improvement for the ultimate goals of the ARIZONA@WORK system. Specific strategy implementation will include:

Strategy 1 Implementation: Arizona will utilize its successful strategies from prior sector partnerships by (i) OEO with manufacturing, construction, insurance, and hospitality, and (ii) LWDBs in locally identified In-Demand industries and engage ARIZONA@WORK partners to:

- Identify best practices to focus its sector partnerships in Arizona's In-Demand industries;
- Coordinate efforts with businesses using State and LWDB members and ARIZONA@WORK business service teams;
- Engage economic development partners through the ACA and LWDBs' networks, and state and local economic government and associations; and

- Engage educational partners identified within LWDA to develop relevant curricula (such as CTE and eligible training providers).

Through these efforts, Arizona intends to expand the talent pipeline in the ARIZONA@WORK system to meet the identified industry needs through focused sector partnerships for In-Demand Industries.

Strategy 4 Implementation: ARIZONA@WORK partners will:

- Engage business partners and other state and national resources to identify the knowledge, skills, and abilities needed for occupations in In-Demand occupations;
- Collaborate with educational institutions and other partners to ensure transferable skills are embedded within curricula; and
- Engage eligible training providers and other LWDA education partners to increase awareness of the need for transferable skills in curricula based on business needs.

#### F. PARTNER ENGAGEMENT WITH OTHER EDUCATION AND TRAINING PROVIDERS

ARIZONA@WORK partners will be identified to engage in cross-functional teams, using shared expertise, successes and challenges, and together implement the strategies for the State plan. The State's strategies will include engagement of LWDBs and their eligibility training providers, to assist in the development of project plans for the strategies to ensure the expertise of education providers is incorporated into, and the providers are a part of, implementation. Specific strategy implementation will include:

Strategy 6 Implementation: By implementing a framework for supporting statewide models for identified career pathways, all individuals, regardless of education, skills level, or program enrollment, will have a point of entry for the career path based on their specific career needs. For example, students enrolled in adult literacy classes or individuals who are justice-involved and re-entering the workforce will be able to identify where they are on a pathway of interest, what additional skills, training, and/or postsecondary credentials (including registered apprenticeships) are needed, and receive support from the ARIZONA@WORK system to identify support and resources (e.g., transportation, training) to meet their goals. The pathways will utilize labor market information to ensure sustainable careers and engage partners (including eligible training partners and other educational institutions) and businesses to develop the pathways. Arizona will coordinate across all core and non-core programs (e.g., TANF Jobs, MSFW, SNAP E&T) to share the developed career pathways to align as a system, and to assist all customers to meet their potential.

#### G. LEVERAGING RESOURCES TO INCREASE EDUCATIONAL ACCESS

Arizona will include in its strategy implementation with ARIZONA@WORK core, required, and other partners, the identification of opportunities to leverage Federal, State, and local funding to expand access for individuals to the educational institutions identified in Sections III.(a)(2)(E) - (F) above. Arizona will engage with community colleges and other educational institutions to identify complementary activities, such as career counseling and job fairs, to explore more opportunities for coordination and sharing resources. Additional activities to increase educational access will include:

- Utilizing partners' expertise in strategic planning, grant planning and grant applications, and sector strategy teams for employer engagement and curriculum development using labor market data;



- Collaborating to identify and build on best practices, such as Arizona Integrated Basic Education and Skills Training programs (AZ-IBEST), YouthBuild, CTE Dual Enrollment, Carl D. Perkins Programs of Study, and Joint Technical Education Districts (JTED); and
- Exploring available financial aid and other funding opportunities for individuals.

The Vocational Rehabilitation program continues to partner with Western Maricopa Education Center to provide enhanced and structured transition services, which include occupational training and vocational services through the coordination, cooperation, and collaboration efforts of both parties.

## H. IMPROVING ACCESS TO POSTSECONDARY CREDENTIALS

The focus of the State's strategies is for the ARIZONA@WORK system to produce a pipeline of qualified workers, including those who have earned recognized postsecondary credentials. Recognized postsecondary credentials demonstrate and document skills, and help employers fill skilled positions, create talent pipelines, and compete in the state and national economy. By increasing the number of skilled workers with recognized postsecondary credentials, businesses will be encouraged to expand and relocate to Arizona. The benefits of credentials for employed and unemployed individuals include improved labor market experience, higher earnings, greater job mobility and job security. Recognized postsecondary credentials include educational diplomas and certificates, educational degrees, such as an associate's (2-year) or bachelor's (4-year) degree; registered apprenticeship certificates, occupational licenses, and industry-recognized certificates including personnel certifications.

Strategy 4 Implementation: The ARIZONA@WORK system will engage business partners to identify the (i) knowledge, skills, and abilities needed for occupations in In-Demand occupations, including required postsecondary credentials, and (ii) opportunities for registered apprenticeships.

Strategy 6 Implementation: The ARIZONA @WORK system through its implementation of a framework for statewide models for identified career pathways will identify training paths in specific industries and occupations. The very nature of career pathways allows individuals to enter and exit the pathway at any level and identify the appropriate credential to allow for portability and stacking of training modules, and credentials as an important component of the career pathway development.

## I. COORDINATING WITH ECONOMIC DEVELOPMENT STRATEGIES

Over the next four years, ARIZONA@WORK partners will engage in cross-functional teams, using shared expertise, successes and challenges, and together implement the strategies for the State plan. The strategies will be measured, and problem solving will be implemented to check and adjust throughout the life of the Unified State Plan to continue improvement for the ultimate goals of the ARIZONA@WORK system. Specific strategy implementation will include coordination with economic development entities at both the state and local levels and alignment include:

Strategy 1 Implementation: State-level Industry Sector partnerships are created by leveraging Governor set-aside funds. Local Sector partnerships will be created by collaborating on existing statewide efforts, using the guidance developed to initiate a locally driven partnership or by seeking technical assistance from the State economic development agency in providing Sector partnerships within the local area.

Strategies 2 and 3 Implementations: An awareness strategy to improve knowledge and understanding of the workforce, education, and economic systems in Arizona will provide the foundation and stimulus for opportunities across the systems at the state and local level. In addition, Arizona will leverage the expertise, strategies, and relationships built by ACA and LWDBs to increase and improve coordination between the ARIZONA@WORK system and economic development entities to increase the use of in-demand industries and industries targeted for growth in order to identify future workforce needs. As part of the strategy, ARIZONA@WORK intends to identify, implement, and maintain best practices for coordination between economic, education and workforce entities.

Strategy 5 Implementation: The Arizona Commerce Authority and Office of Economic Opportunity will provide guidance on the incorporation of economic development efforts into the business engagement plan supporting consistency of services provided to business.

Strategy 8 Implementation: Ensure that economic development solutions are considered as a part of collaborative efforts to provide workforce services to target populations (ex: Maryvale Workforce Initiative, Talent Pipeline Management, etc.).

## B. STATE OPERATING SYSTEMS AND POLICIES

n/a

### 1. THE STATE OPERATING SYSTEMS THAT WILL SUPPORT THE IMPLEMENTATION OF THE STATE'S STRATEGIES. THIS MUST INCLUDE A DESCRIPTION OF–

The state operating systems across ARIZONA@WORK partners will provide coordinated, comprehensive services and access to resources that will support the implementation of this Plan's strategies that:

- Provide workforce solutions to meet the demands of businesses to support a strong and vibrant economy;
- Promote a customer-centric delivery system for businesses and job seekers that provides access to training and employment opportunities; and
- Produce strong partnerships that support regional economies based on data-driven decisions and focusing on continuous improvement and evaluation.

Arizona's labor market information systems will support the strategies in this Plan, including the identification of and changes to In-Demand industries and occupations, sector partnerships, and career pathways throughout the life of this plan. In addition, statewide and regional labor market information is available to businesses, job seekers, and ARIZONA@WORK staff through the improved ARIZONA@WORK website, additionally providing easy access for all individuals engaged in implementing state strategies.

Communication systems will continue to improve through the coordinated efforts across core and other ARIZONA@WORK partners at the State and regional level to implement the strategies, including the development and implementation of an awareness of the ARIZONA@WORK system across the State. In addition, through enhanced communication, sharing resources, identifying best practices, and problem-solving, ARIZONA@WORK will continue to improve implemented solutions.

Through its strategy to identify data solutions to better serve businesses and individuals across programs, Arizona will:

1. Continue to improve the access for staff and participants of Arizona's ETPL as a source of training provider information for job seekers and employers.
2. Expand the interactive, online work performance dashboard located on the ARIZONA@WORK website. The dashboard provides a statewide and LWDA view of the effectiveness of workforce training programs using federal performance measures, and consolidates data on local labor market conditions, economic indicators, and local workforce system federal performance.
3. Use Benchmark Integrated Technology Services, branded as the Arizona Adult Education Data Management System (AAEDMS) in its Title II program, which is an Internet-based educational data system that meets all National Reporting System (NRS) requirements for data and participant tracking of attendance, assessments and outcomes. Local adult education providers input program and participant data according to policy and have full access to their own data and reports for program improvement purposes. State staff can access all data at both the statewide and provider level to assist in desk monitoring efforts and to inform professional development needs across the State.

In addition to adult education data collection, the Benchmark system: manages high school equivalency testing records from 1942 to the present; collaborates with high school equivalency testing vendors for real-time access to score reports; provides data matching of secondary diploma receipt to the educational database; issues diplomas and transcripts to high school equivalency testing candidates; and provides access to transcript verification for third-parties through a secured, web-based portal upon request by the high school equivalency testing candidate.

4. Expand the functionality and reporting capabilities of AJC and Libera for Titles I, III and IV to allow data-driven decisions based on data by region/LWDAs and improve cross-program reporting. Monthly AJC workgroup meetings, consisting of State administrators, LWDB representatives, and provider staff, review and prioritize enhancement requests from AJC users prior to submitting to America's Job Link Alliance (AJLA).

Title I-B and Title III utilize the AJC as the data system of record for case management and WIOA performance indicator collection, information management, and DOL reporting. (AJC is also the data system of record for the following WIOA required partners: JVSG, MSFW, and TAA.) America's Job Link Alliance, the AJC vendor, provides data in the Participant Individual Record Layout (PIRL) format to upload to DOL's Workforce Integrated Performance System (WIPS) for the Title I-B and Title III programs. To ensure data integrity, LWDB performance is reviewed on a quarterly schedule, utilizing the data that is uploaded to WIPS. DES works with LWDB service provider staff to review WIOA performance data and assist in improving program operations and data collection accuracy. DES has an integrated, cross-functional help desk that serves Titles I, III, and IV, Unemployment Insurance Tax and Wage, Unemployment Insurance Benefits, SNAP E&T Program, and TANF/Jobs clients statewide.

Title II, Adult Education and Literacy, uses Benchmark Integrated Technology Services, branded as the AAEDMS is an Internet based educational data system used by Title II that meets all National Reporting System (NRS) requirements for data and participant tracking of attendance, assessments and outcomes. It includes the features below to support data collection and reporting processes:

- Realtime/online access to authorized users to scores, demographic information, and performance data (including student, classroom, program, goal and goal follow-up at state, local provider and individual classroom levels);

- The ability to produce standard and recurring federal, state and agency reports as directed by ADE;
- The ability to provide custom and ad hoc reports as directed by ADE;
- The ability to download raw data into XML or TXT files for ADE to create custom reports as needed;
- The ability to securely and privately collect social security numbers (SSN) and/or assign a unique personal ID for each student separate from the SSN;
- Adherence to all ADE data governance and privacy concerns;
- The ability to provide multiple levels of access, including view-only access for certain authorized staff personnel; and
- Edit checks and validation systems to ensure accurate data reporting.

Local adult education providers input program and participant data according to policy and have full access to their own data and reports for program improvement purposes. State staff can access all data at both the statewide and provider level to assist in desk monitoring efforts and to inform professional development needs across the State.

Title IV utilizes an accessible web-based data management system called “System 7” offered by Libera, Inc. System 7 offers case management, fiscal and contract management, and federal reporting modules. A role-based approach is utilized within System 7 to allow appropriate access to data across all modules and users. System 7 integrates with various assistive technology software programs allowing staff who are blind or low vision to use the program.

## 2. THE STATE POLICIES THAT WILL SUPPORT THE IMPLEMENTATION OF THE STATE’S STRATEGIES (E.G., CO-ENROLLMENT POLICIES AND UNIVERSAL INTAKE PROCESSES WHERE APPROPRIATE). IN ADDITION, PROVIDE THE STATE’S GUIDELINES FOR STATE-ADMINISTERED ONE-STOP PARTNER PROGRAMS’ CONTRIBUTIONS TO A ONE-STOP DELIVERY SYSTEM

All State policies support the alignment of service delivery and focus on creating and growing business. Policies will be reviewed and revised to include alignment and seamless strategies that are customer focused and demand driven.

Workforce Arizona Council Policies are available on the ARIZONA@WORK website policies/reports webpage. WIOA Title I-B programmatic policies are available on the DES WIOA Title I-B Policies and Procedures webpage.

Current administrative state policies include:

- **Local Governance:** Updated in 2019, this policy articulates the State’s vision and purpose for the LWDBs, provides guidance on the appointment and certification of LWDBs, outlines the roles, responsibilities, and authority of the chief elected officials (CEOs) and the LWDBs in regards to the local workforce system, and describes the process for LWDA designation.
- **One-Stop Delivery System:** Updated February 2017, there are two policies that provide LWDBs and other ARIZONA@WORK partners with the vision and structure regarding the administration of the ARIZONA@WORK Job Center Service Delivery system.

- **One-Stop Operator and Service Provider Selection:** Updated in 2019, this policy provides LWDBs and other ARIZONA@WORK system partners with instruction and guidance regarding the roles and responsibilities of the One-Stop Operator, adult, dislocated worker, and youth career service providers and the selection processes required under WIOA.
- **ARIZONA@WORK Job Center MOU and Infrastructure Costs:** Updated August 2017, this policy outlines the purpose and criteria for the development of a MOU for the operation of the ARIZONA@WORK system including infrastructure costs. Infrastructure cost of ARIZONA@WORK comprehensive job centers are non-personnel costs that are necessary for the general operation of the ARIZONA@WORK Job Center, such as facility rental, maintenance, technology and equipment. This policy also addresses the steps the State will take if an agreement on the infrastructure cost sharing is not reached by any LWDA.

The State has issued additional guidance on developing the LWDA infrastructure funding agreement during April 2020. This additional guidance addresses the gaps observed during the execution of the IFA in 2017.

The key elements of this guidance includes a list of mandated partners at the One-Stop centers, details on what constitutes an infrastructure cost and identifying an acceptable cost allocation base for each category of costs and ensuring that each partner's share is proportionate to benefit derived by them.

- **One-Stop Certification:** This policy, created August 2017, establishes statewide objective criteria and procedures for use by LWDBs to certify ARIZONA@WORK Job Centers. The criteria is in adherence to WIOA requirements related to the effectiveness, physical and programmatic accessibility, and continuous improvement, as well as measuring the LWDA's progress in achieving the statewide vision for the ARIZONA@WORK Job Center delivery system outlined in the One-Stop Delivery System policy. LWDBs must certify to be eligible to use infrastructure funds in the State Funding Mechanism. This policy applies to ARIZONA@WORK Job Center comprehensive, affiliate and specialized sites and includes two tools to assist in the certification process.
- **WIOA Statewide Monitoring Policy:** This policy, effective November 2017, establishes the monitoring processes, which is designed to ensure compliance with WIOA law and regulation, Council policy, and policies of the DES and ADE related to the implementation of WIOA. Monitoring information is used to understand the current state and continuous improvement of the workforce system. This Policy will be reviewed to address needs within the system and assess the effectiveness of the monitoring process.
- **Conflict of Interest:** This Policy, created in February 2019, establishes the guidelines for conflict of interest, firewalls, and internal controls required under WIOA for LWDBs and entities serving in more than one role in the ARIZONA@WORK system.
- **Co-enrollment:** Individuals who apply for unemployment compensation are automatically registered for Employment Services. Employment Services staff are encouraged to provide information about WIOA Title I-B services through the ARIZONA@WORK system to claimants for unemployment compensation. Claimants participating in the Reemployment Services and Eligibility Assessment (RESEA) activities are also informed of WIOA Title I-B services. The WIOA Title I-B Adult, and

Dislocated Worker policies, (section 106), the WIOA Title I-B Youth program policy (section 207.02.B and C), and the WIOA Title I-B Training Services (section 503.03) encourages LWDBs to leverage funds by co-enrolling participants with core and required ARIZONA@WORK partner programs. Policies include that participants who are enrolled in more than one program are co-case managed to ensure services are not duplicative, and outcomes are shared between partners to ensure proper reporting.

DES also issued PB-18014R Trade Adjustment Assistance-WIOA Title I-B Co-enrollments in an effort to increase co-enrollment percentages between Trade Adjustment Assistance Program and WIOA Title I-B Dislocated Worker Programs. This policy broadcast put in place a referral and follow-up system that was successful increasing the co-enrollment percentages between these programs. DES plans on implementing a similar referral system between other WIOA programs.

The Council also intends to explore policies to give additional guidance for implementation of the vision of the ARIZONA@WORK system. As innovative ideas emerge through practice or research as well as guidance implementation of issues addressed in these policies, including topics such as infrastructure cost-sharing resolution, technical assistance and interpretation will be provided. The Council's committees will take the lead in exploring best practices within and outside of the system and will ensure the full Council stays connected with the implementation efforts of State and local entities.

In addition, ADE and DES will ensure implementation of policies for the core programs to ensure alignment with the State Plan strategies.

### 3. STATE PROGRAM AND STATE BOARD OVERVIEW

#### A. STATE AGENCY ORGANIZATION

ARIZONA@WORK's core programs are structured as follows: ADE: Title II – Adult Education and Literacy; and DES: Title I-B – Adult, Dislocated Worker, and Youth, Title III - Wagner-Peyser, and Title IV – Vocational Rehabilitation.

DES is also designated as the WIOA administrative and fiscal agency for Title I funds and oversees the 12 LWDBs that implement ARIZONA@WORK services throughout the State. Arizona's structure additionally includes the following partners:

- ACA and OEO: Arizona's Labor Market Information and economic development ADE: CTE, administering the Perkins V grant
- DES: UI Benefits, SNAP E&T, TANF Jobs, MSFW, TAA, JVSG, and SCSEP

The ARIZONA@WORK system is charged with enhancing the range and quality of workforce development services available to businesses and job seekers through a coordinated approach among education, businesses, public agencies, and community-based organizations. Services are provided through a variety of access points, both virtual and physical, with at least one comprehensive center in each LWDA.

ARIZONA@WORK's latest available organizational chart as of June 1st, 2020 can be found [here](#).

#### B. STATE BOARD

The Council is the leading body in implementing and monitoring the State Unified Plan, providing statewide policy direction, building collaborative relationships, and coordinating resources. The Council oversees the efficiency, accessibility and continuous improvement of the ARIZONA@WORK system. The following chart lists the current membership that comprises the Council.

#### I. MEMBERSHIP ROSTER

Last Name	First Name	Company / Association	Representing
Ducey	Doug	State of Arizona	Governor
Anable	Susan	Cox	Business
Anderson	Gregory	Summit Healthcare Services	Business
Bohanan	Audrey	Adelante Healthcare	Business
Gaspers	Mark	Boeing Company	Business
Garrison	Randall	Fentek Industries	Business
Graver	Todd M.	Freeport	Business
Grove	Dawn	Karsten Manufacturing	Business
Horvath	Alex	Tucson Medical Center	Business
James	Will	Pinnacle West Corporation	Business
Jenkins	Tom	Advanced Business Learning	Business
Kitchell	Gretchen	SRP	Business
Longstreth	Tom	Ventana Medical Systems	Business
Lucero	Lawrence	Tucson Electric Power	Business
Macias	Stephen P.	Pivot Manufacturing	Business
Rice	Brian	Hensley Beverage	Business
Sieden	Danny	Intel	Business
Thorpe	Drew	APS	Business
Walters	John	Liberty Mutual	Business
Carter	Heather		Arizona State Senate
Osborne	Joanne		Arizona State House of Representatives
Miles	Jen	City of Kingman	Local Elected Official

Last Name	First Name	Company / Association	Representing
Gates	Bill	Maricopa Board of Supervisors	Local Elected Official
Vacant			Union Organization
Anthony	Dennis	Arizona Apprenticeship Advisory Committee Chair	Registered Apprenticeship
Gilbreath	Allison	Arizona Chamber of Commerce	Training and education availability to individuals with barriers to meet employer needs
Martin	David	Arizona Chapter Associated General Contractors	Training and Employment programs addressing individuals with barriers including youth.
Winkel	Thomas	Arizona Coalition for Military Families	Community Based Organization serving Veterans
Schmitt	Jon	Arizona State University	Education Serving out-of-school youth
Wisehart	Michael	Arizona Department of Economic Security	Core Program Lead Agency Representative (Title I, III and IV)
Hart	Sheryl	Arizona Department of Education Adult Education	Core Program Lead Agency Representative (Title II)
Watson	Sandra	Arizona Commerce Authority	Economic Development Lead Agency
Fleetham	Jeff	Arizona Registrar of Contractors	Additional State Agency Lead

## II. BOARD ACTIVITIES

The Council activities are carried out in four main categories: technology, policy, service delivery, and administration. These categories help ensure the State Board functions are effectively carried out by the Board members and staff by providing areas of focus for the Council's committees. The activities mentioned below are ones the Council plans on doing in the next four years in addition to the current Council Endorsed projects (i.e. Arizona Career Readiness Credential (ACRC), Arizona Advanced Technology Corridor, AMS, Maryvale Workforce Initiative, and Be Connected Roadmap to Veteran Employment).

### Technology

The Council will conduct a gap analysis on ARIZONA@WORK's use of technology and data systems (i.e. State Workforce Evaluation System) and whether it supports the core programs service delivery and reporting on performance accountability measures. The results of this analysis will help the Council determine what requirements are missing to support the workforce system and implement technology changes to meet the need.

### Policy



The Council will review and update current policies and develop new policies to promote statewide objectives and enhance the performance of the ARIZONA@WORK system. The Council will also provide policy guidance to State staff to support compliance across the workforce system.

### **Service Delivery**

The Council will help improve service delivery by engaging in regional planning to cover Sector Strategies, Career Pathways, staff training and ensuring a consistent and efficient One-Stop delivery system to effectively serve employers and job seekers.

### **Administration**

The Council will ensure the development and implementation of the State Plan, annual reports, labor market information system, formula funding allocations, and analysis of return on investment for activities/projects within the ARIZONA@WORK system.

## **4. ASSESSMENT AND EVALUATION OF PROGRAMS AND ONE-STOP PROGRAM PARTNERS**

### **A. ASSESSMENT OF CORE PROGRAMS**

Arizona will regularly assess the federal and state performance measures as follows:

The Council will assess the ARIZONA@WORK system for accountability through the federal and identified state performance measures. In 2019, the federal measures were displayed (by quarter and annually) publicly on the ARIZONA@WORK website statewide and by LWDA, in addition to including available labor market information by LWDA. A committee of the Council is specifically chartered to identify and measure metrics to support data-driven decisions and ensure continuous improvement of the ARIZONA@WORK system. This committee will continue work to identify lead measures impacting the federal measures, along with measures for the implementation of strategies identified in this plan to align metrics throughout the ARIZONA@WORK system.

ADE and DES use their respective data systems to regularly assess performance measures.

- ADE's core program uses the NRS which is the accountability system for the federally funded, State-administered adult education programs. The required data for adult education reporting within the NRS includes the percentage of program participants who: achieve Measurable Skill Gains (MSG); are in unsubsidized employment during the second quarter and/or the fourth quarter after exit; receive a secondary diploma during participation or within one year after exit and enter postsecondary education, training or employment within one year after exit; receive a recognized postsecondary credential during participation or within one year after exit.

Adult education providers are evaluated programmatically and fiscally for compliance with federal and state requirements. Desk monitoring of all funded providers is conducted throughout the program year and includes an analysis of local performance data, professional learning plan, technology integration status, and annual programmatic and fiscal reporting. Technical assistance is provided as necessary. In addition, each provider's status regarding collaboration with ARIZONA@WORK partners and alignment with the LWDB Plan is reviewed. A risk assessment tool is used to select providers annually for a comprehensive compliance review using an intensive process that includes onsite monitoring, observation of program operations, interviewing of staff and physical auditing of records.

- DES uses its data systems of record to review federal performance data on a quarterly and annual basis. In addition, DES uses monthly scorecards at the Division and Administration level with lead measures of the processes impacting the federal performance measures. The scorecards indicate the status of the measures using a red, yellow, and green notation based on targets set to focus on continuous improvement. When a measure does not meet its target, a team works together to identify the root cause(s) of the problem and implements countermeasures to move the metric back to meeting the target. The scorecards are discussed monthly at Administration and Division leadership meetings. Implementation of the AMS has also supported more frequent reviews of lead measures at regional and local levels through focused team meetings and will continue through expansion of the AMS during the next State planning cycle.

DES meets monthly with program and support units to assess monitoring and performance results to identify trends and needed technical assistance for the LWDBs and their service providers.

#### B. ASSESSMENT OF ONE-STOP PARTNER PROGRAMS

LWDAs, through their LWDBs and CEOs, will assess and evaluate the local ARIZONA@WORK system at Board and committee meetings overseeing implementation of the local plans, and monitoring federal and locally set performance measures. Each LWDB has representation from Title II, III, and IV to incorporate individual program process assessment with that of the ARIZONA@WORK system as a whole.

LWDBs will assess ARIZONA@WORK Job Centers using the job center certification tool every two years and implement a continuous improvement plan to include the LWDB's assessment of how well the ARIZONA@WORK Job Centers support the achievement of the negotiated levels of performance. LWDBs are charged with regular oversight of continuous improvement through tracking and improving measures.

Other local partners of the ARIZONA@WORK system, such as JVSG, SNAP E&T, MSFW, TANF Jobs, TAA, and UI, that are administered through DES, are part of the implementation of AMS, and have measures being assessed regularly using scorecards and regularly meeting within their administrations.

Title II local adult education providers are assessed by ADE through a comprehensive monitoring process that includes monthly desk monitoring of student-level data entered into the data management system, data analysis, narrative reports and onsite monitoring visits. Title II providers are required to provide access to Title II services via the one-stop system and are also assessed on the number of students co-enrolled in partner programs. Data showing Title II enrollment, attendance and MSG outcomes is shared with the LWDAs quarterly.

Title IV will use a series of standard monthly reports, ad hoc reports, and quarterly dashboard information from the Department of Education to analyze data, assess progress, and implement corrective measures as necessary.

#### C. PREVIOUS ASSESSMENT RESULTS

During the last two years of the Unified State Plan, assessment of PY17 and PY18 federal and state performance measures were tracked, as well as, lead measures through scorecards and problem solving discussed in Section (4)(A) above.

## Title I – Adult, Dislocated, and Youth

**Table 32: PY 2017 (July 1, 2017 to June 30, 2018)**

Reported Information	Funding Category	Negotiated Performance Level	Adjusted Performance Level	Actual Performance Level	% Met of Adjusted Performance Level
Employment 2 <sup>nd</sup> Quarter after exit	Adult	78.0%	79.0%	71.9%	91.0%
Employment 4th Quarter after exit	Adult	71.6%	73.7%	66.7%	90.5%
Median earnings in the 2 <sup>nd</sup> quarter after exit Earnings	Adult	\$5,500	\$6,543	\$5,966	91.2%
Credential attainment rate	Adult	53.4%	56.9%	79.3%	139.4%
Measurable Skills Gain	Adult	Baseline	Baseline	Baseline	Baseline
Employment 2 <sup>nd</sup> Quarter after exit	Dislocated Worker	81.6%	81.1%	77.3%	95.3%
Employment 4th Quarter after exit	Dislocated Worker	73.6%	71.0%	72.5%	102.1%
Median earnings in the 2 <sup>nd</sup> quarter after exit Earnings	Dislocated Worker	\$6,999	\$8,030	\$8,819	109.8%
Credential attainment rate	Dislocated Worker	54.8%	53.2%	75.2%	141.4%
Measurable Skills Gain	Dislocated Worker	Baseline	Baseline	Baseline	Baseline
Employment 2 <sup>nd</sup> Quarter after exit	Youth	70.8%	76.4%	63.6%	83.2%
Employment 4th Quarter after exit	Youth	68.0%	70.2%	60.1%	85.6%
Median earnings in the 2 <sup>nd</sup> quarter after exit Earnings	Youth	Baseline	Baseline	Baseline	Baseline
Credential attainment rate	Youth	65.0%	63.9%	44.5%	69.6%
Measurable Skills Gain	Youth	Baseline	Baseline	Baseline	Baseline

**Table 33: PY 2018 (July 1, 2018 to June 30, 2019)**

Reported Information	Funding Category	Negotiated Performance Level	Adjusted Performance Level	Actual Performance Level	% Met of Adjusted Performance Level
Employment 2 <sup>nd</sup> Quarter after exit	Adult	74.1%	75.1%	71.9%	95.7%
Employment 4th Quarter after exit	Adult	65.0%	67.1%	67.8%	101.0%
Median earnings in the 2 <sup>nd</sup> quarter after exit Earnings	Adult	\$5,700	\$6,743	\$6,485	96.2%
Credential attainment rate	Adult	65.0%	68.5%	74.3%	108.5%
Measurable Skills Gain	Adult	Baseline	Baseline	Baseline	Baseline
Employment 2 <sup>nd</sup> Quarter after exit	Dislocated Worker	76.5%	76.0%	78.4%	103.2%
Employment 4th Quarter after exit	Dislocated Worker	70.0%	67.4%	72.7%	107.9%
Median earnings in the 2 <sup>nd</sup> quarter after exit Earnings	Dislocated Worker	\$7,300	\$8,331	\$8,646	103.8%
Credential attainment rate	Dislocated Worker	54.8%	53.2%	72.3%	135.9%
Measurable Skills Gain	Dislocated Worker	Baseline	Baseline	Baseline	Baseline
Employment 2 <sup>nd</sup> Quarter after exit	Youth	67.5%	73.1%	71.7%	98.1%
Employment 4th Quarter after exit	Youth	64.0%	66.2%	66.5%	100.5%
Median earnings in the 2 <sup>nd</sup> quarter after exit Earnings	Youth	Baseline	Baseline	Baseline	Baseline
Credential attainment rate	Youth	50.0%	48.9%	51.6%	105.5%
Measurable Skills Gain	Youth	Baseline	Baseline	Baseline	Baseline

**Title II – Adult Education and Literacy**

**Table 34: PY 2017 (July 1, 2017 to June 30, 2018)**

Reported Information	Negotiated Performance Level	Actual Performance Level	% Met of Actual Performance Level
Employment 2 <sup>nd</sup> Quarter after exit	Baseline	Baseline	NA
Employment 4th Quarter after exit	Baseline	Baseline	NA
Median earnings in the 2 <sup>nd</sup> quarter after exit Earnings	Baseline	Baseline	NA
Credential attainment rate	Baseline	Baseline	NA
Measurable Skills Gain	56%	53.71%	95.9%

**Table 35: PY 2018 (July 1, 2018 to June 30, 2019)**

Reported Information	Negotiated Performance Level	Actual Performance Level	% Met of Actual Performance Level
Employment 2 <sup>nd</sup> Quarter after exit	Baseline	Baseline	NA
Employment 4th Quarter after exit	Baseline	Baseline	NA
Median earnings in the 2 <sup>nd</sup> quarter after exit Earnings	Baseline	Baseline	NA
Credential attainment rate	Baseline	Baseline	NA
Measurable Skills Gain	58%	49%	84.5%

**Title III – Employment Service****Table 36: WIOA Title III PY 2017 (July 1, 2017 to June 30, 2018)**

Reported Information	Negotiated Performance Level	Adjusted Performance Level	Actual Performance Level	% Met of Adjusted Performance Level
Employment 2 <sup>nd</sup> Quarter after exit	59.0%	60.3%	66.4%	110.1%
Employment 4th Quarter after exit	61.3%	63.3%	62.6%	98.9%
Median earnings in the 2 <sup>nd</sup> quarter after exit Earnings	\$4,388	\$5,189	\$5,119	98.70%

**Table 37: WIOA Title III PY 2018 (July 1, 2018 to June 30, 2019)**

Reported Information	Negotiated Performance Level	Adjusted Performance Level	Actual Performance Level	% Met of Adjusted Performance Level
Employment 2 <sup>nd</sup> Quarter after exit	63.0%	64.3%	68.2%	106.1%
Employment 4th Quarter after exit	59.0%	61.0%	63.0%	103.3%
Median earnings in the 2 <sup>nd</sup> quarter after exit Earnings	\$4,600	\$5,401	\$5,442	100.8%

#### **Title IV – Vocational Rehabilitation Services**

**Table 38: Title IV Vocational Rehabilitation PY 2017 (July 1, 2017 to June 30, 2018)**

Reported Information	Negotiated Performance Level	Adjusted Performance Level	Actual Performance Level	% Met of Adjusted Performance Level
Employment in 2nd Quarter	Baseline	NA	NA	NA
Employment in 4th Quarter	Baseline	NA	NA	NA
Median Earnings	Baseline	NA	NA	NA
Credential Attainment	Baseline	NA	NA	NA
Measurable Skills Gains	Baseline	NA	NA	NA

**Table 39: Title IV Vocational Rehabilitation PY 2018 (July 1, 2018 to June 30, 2019)**

Reported Information	Negotiated Performance Level	Adjusted Performance Level	Actual Performance Level	% Met of Adjusted Performance Level
Employment in 2nd Quarter	Baseline	NA	NA	NA
Employment in 4th Quarter	Baseline	NA	NA	NA
Median Earnings	Baseline	NA	NA	NA
Credential Attainment	Baseline	NA	NA	NA
Measurable Skills Gains	Baseline	NA	NA	NA

Through this tracking and discussion at regular meetings, areas of needed technical assistance were identified, and technical assistance was provided in the following areas:

- WIOA Performance Accountability Measures;
- Measurable Skill Gains Performance Measure;
- Required Services for the WIOA Title I-B Adult, Dislocated Workers, and Youth Programs;
- Rapid Response;
- How to Use Labor Market Information;
- Work Experience;
- Youth Program Design Framework and Elements;
- Statistical Adjustment Model; and
- Business Services.

The State will continue to track federal performance measures, including the baseline measures, to identify and provide needed technical assistance. The State will also track implementation of its strategies to improve targeted performance areas identified through ongoing assessments. For example, the State will track measures affecting measurable skills gains, employment after exit, and the credential rate, as it implements the statewide model for career pathways, improving data interoperability, and developing a consistent continuous improvement system. Through ongoing assessment, the State will check and adjust its measures and activities to align performance improvement with strategy implementation.

#### D. EVALUATION

Through the evaluation of the assessments discussed in Section (4)(a) and (b), performance accountability oversight described in Section 6(a)(iv), and implementation of this Plan's strategies, Arizona will identify appropriate evaluation and research projects over the next four years using several methods including the State's Workforce Evaluation Data System. As teams design and implement the Unified State Plan's strategies, pilots or research projects will be identified. Projects will be conducted in coordination with the Council, its committees, ADE, DES, and LWDBs, as appropriate, to leverage expertise and best practices. Coordinating across entities for evaluation and research projects may also assist to shape the Council's statewide policies and inform best practice. Arizona will coordinate its projects those of the Secretary of Labor and Secretary of Education as that information becomes available.

To evaluate activities of the core programs, the Council has endorsed the use of a results-driven performance management system, a continuous improvement model to improve processes, measure progress or slippage, and check and adjust implementation to achieve the goals and strategies identified in this Plan. The Council assesses the statewide system for accountability through the federal and state required performance measures. LWDBs, through their chief elected officials and LWDBs, assess and evaluate the ARIZONA@WORK service delivery system.

In accordance with Council policy: (i) LWDBs will be evaluated and certified every two years by the Council to meet WIOA requirements, and (ii) LWDB's ARIZONA@WORK Job Centers will be evaluated and certified every three years by the LWDBs to meet WIOA requirements. LWDBs also oversee continuous improvement activities through the ARIZONA@WORK Job Center

certification process. LWDBs will regularly evaluate the ARZIONA@WORK system across partner programs, to include its selected service providers to meet performance and service expectations for the individuals and businesses served in the LWDA.

## 5. DISTRIBUTION OF FUNDS FOR CORE PROGRAMS

### A. FOR TITLE I PROGRAMS

#### I. YOUTH ACTIVITIES IN ACCORDANCE WITH WIOA SECTION 128(B)(2) OR (B)(3)

Arizona utilizes WIOA Title I funds in accordance with WIOA and the relevant Training & Employment Guidance Letter (TEGL) issued annually by DOL for the State allotment for WIOA programs' allowable uses and funding limits for the program year. DES annually amends its Intergovernmental Agreements to pass through Title I funds to the LWDAs.

WIOA permits the State to hold up to 15 percent of each program's funding, prior to allocation to the LWDAs. Of the 15 percent, the State can use up to five percent for allowable administrative costs; the remaining ten percent can be set aside for other allowable statewide reserves.

- For Youth and Adult Programs, 85 percent of the funding is directly allocated to the LWDAs; and
- For the Dislocated Worker Program, 75 percent is directly allocated to the LWDAs, and ten percent is held for the Rapid Response program.

Arizona employs a discretionary formula to allocate each program's funds to the LWDAs. Each year, the Council reviews five funding options for the Youth and Adult Programs and six options for the Dislocated Worker Program and Rapid Response. Under each option for Youth and Adult, 70 percent of the allocation is based on a standard formula through U.S. DOL. The remaining 30 percent is based on other data factors allowed under Federal regulation. For Youth and Adult programs, the 30 percent data factors ratios vary by option but are the same ratios year after year.

- Option 1: 100 percent of the 30 percent is based on Economically Disadvantaged Youth/Adults respectively.
- Option 2: 100 percent of the 30 percent is based on Areas of Substantial Unemployment.
- Option 3: 50 percent of the 30 percent is based on the Economically Disadvantaged and the remaining 50 percent is based on Area of Substantial Unemployment.
- Option 4: 75 percent of the 30 percent is based on the Economically Disadvantaged and the remaining 25 percent is based on Area of Substantial Unemployment.
- Option 5: 25 percent of the 30 percent is based on the Economically Disadvantaged and the remaining 75 percent is based on Area of Substantial Unemployment.

For both the Youth and the Adult allocations, a hold harmless provision is applied, which states that a LWDA cannot receive less than 90 percent of its relative share based on the average relative share of the total LWDA's allocation from the previous two funding years. Arizona takes an average of the last two years' funding to level out sizable fluctuations that can happen in funding from year to year.

#### II. ADULT AND TRAINING ACTIVITIES IN ACCORDANCE WITH WIOA SECTION 133(B)(2) OR (B)(3)



See Section A.i. for a description of Adult and training activities.

### III. DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES IN ACCORDANCE WITH WIOA SECTION 133(B)(2) AND BASED ON DATA AND WEIGHTS ASSIGNED

Arizona utilizes WIOA Title I funds in accordance with WIOA and the relevant TEGL, according to the TEGL issued annually by DOL for the state allotment for WIOA programs' allowable uses and funding limits for the program year. DES amends its Intergovernmental agreements with LWDBs to pass through funds to the LWDAs. WIOA permits the state to hold up to 15 percent of each program's funding, prior to allocation to the LWDAs. Of the 15 percent, the state can use up to 5 percent for allowable administrative costs; the remaining ten percent can be set aside for other allowable statewide reserves.

For the Dislocated Worker Program, 75 percent is directly allocated to the LWDAs, and 10 percent is held for the Rapid Response Program. Of the ten percent held for Rapid Response, nine percent is sent to the LWDAs, and the other one percent is reserved by the State.

Arizona employs a discretionary formula to allocate each program's funds to the LWDAs. Each year, the State Council reviews six options for the Dislocated Worker Program and Rapid Response. The Dislocated Worker Program allocation is subject to the hold harmless provision, which states that a LWDA cannot receive less than 90 percent of its relative share based on the average relative share of the total LWDA's allocation from the previous two funding years.

Arizona takes an average of the last two years' funding to level out sizable fluctuations that can happen in funding from year to year. For the Dislocated Worker program and Rapid Response funds, the entire, respective allocations are based on Unemployment Concentration, Long Term Unemployed, Declining Industries, and Employment data factors, with each option varying the weighted percentage. The options for the Dislocated Worker Program and Rapid Response are weighted identically.

- Option 1: 80 percent is weighted on Unemployment Concentration, one percent is weighted on Long Term Unemployed, ten percent is weighted on Declining Industries, and 5 percent is weighted on Employment.
- Option 2: 50 percent is weighted on Unemployment Concentration, one percent is weighted on Long Term Unemployed, 48 percent is weighted on Declining Industries, and 1 percent is weighted on Employment.
- Option 3: Five percent is weighted on Unemployment Concentration, five percent is weighted on Long Term Unemployed, 80 percent is weighted on Declining Industries, and 10 percent is weighted on Employment.
- Option 4: One percent is weighted on Unemployment Concentration, one percent is weighted on Long Term Unemployed, 95 percent is weighted on Declining Industries, and 3 percent is weighted on Employment.
- Option 5: Ten percent is weighted on Unemployment Concentration, ten percent is weighted on Long Term Unemployed, 60 percent is weighted on Declining Industries, and 20 percent is weighted on Employment.
- Option 6: Ten percent is weighted on Unemployment Concentration, 10 percent is weighted on Long Term Unemployed, 20 percent is weighted on Declining Industries, and 60 percent is weighted on Employment.

Once these options are developed, DES submits recommendations to the Council based on the principles of least harm and widest benefit. The LWDBs also review the options for each program and submit a consensus recommendation to the Council for consideration. The Council approves the final selection of funding options; whichever option is chosen for Dislocated Worker must also be chosen for Rapid Response.

## B. FOR TITLE II

### I. DESCRIBE HOW THE ELIGIBLE AGENCY WILL AWARD MULTI-YEAR GRANTS OR CONTRACTS ON A COMPETITIVE BASIS TO ELIGIBLE PROVIDERS IN THE STATE, INCLUDING HOW ELIGIBLE AGENCIES WILL ESTABLISH THAT ELIGIBLE PROVIDERS ARE ORGANIZATIONS OF DEMONSTRATED EFFECTIVENESS

To allocate grant funds available under section 222(a)(1) for PY 2017/2018 to local providers, ADE conducts a competitive Request for Grant Application (RFGA) process to award multi-year grant contracts to eligible providers.

The purpose of the multiyear grant contracts awarded through the RFGA process is to enable local adult education providers, as core partners of the ARIZONA@WORK system, to develop, implement and improve adult education and literacy services throughout the state to further the vision and goals as outlined in this State Plan and described in the Title II Adult Education Program-Specific section.

Eligible providers, in adherence to WIOA, are organizations with demonstrated effectiveness in providing adult education and literacy activities and may include:

- A local education agency;
- A community-based organization or faith-based organization;
- A volunteer literacy organization;
- An institution of higher learning;
- A public or private non-profit agency;
- A library;
- A public housing authority;
- A non-profit institution that is not described above and which has the ability to provide adult education and literacy activities to eligible individuals as described in WIOA;
- A consortium or coalition of the agencies, organizations, institutions, libraries, or authorities described above; and
- A partnership between an employer and an entity described above.

The distribution of funds across the state is based on demographic data and needs analyses pertaining to the target population of adult learners. As required under WIOA, adult education services are funded and delivered in all LWDA's. The thirteen factors described in WIOA, Title II, Sec. 231 (e) are used to determine funding decisions:

A competition was conducted in 2018 to award funding for the provision of Title II services July 1, 2018 through June 30, 2020. 23 local adult education providers were awarded funds and adult education was provided in all LWDA's. The next competition is scheduled for 2020 to

award funding for the provision of Title II services July 1, 2020 through June 30, 2022. The proposed timeline is:

- January 2020- release of application;
- March 2020- application due;
- March – May 2020- review process conducted with local workforce board and applications evaluated;
- June 2020- evaluation results and determination of awards (with State Board of Education approval); and
- July 1, 2020- begin implementation of programs and services according to grant contract.

## II. DESCRIBE HOW THE ELIGIBLE AGENCY WILL ENSURE DIRECT AND EQUITABLE ACCESS TO ALL ELIGIBLE PROVIDERS TO APPLY AND COMPETE FOR FUNDS AND HOW THE ELIGIBLE AGENCY WILL ENSURE THAT IT IS USING THE SAME GRANT OR CONTRACT ANNOUNCEMENT AND APPLICATION PROCEDURE FOR ALL ELIGIBLE PROVIDERS

ADE is committed to conducting a competitive RFGA process that ensures direct and equitable access to all eligible providers competing for Title II grant contracts. Information regarding the application and process will be made available broadly via a public website and through press releases. An adequate amount of time to complete the application will be allowed, based on best practices as determined by ADE's grants management department. Submittal of applications will be done using the Grants Management Enterprise System, a manner that allows equitable access to all individuals, including those with disabilities.

Applications will be evaluated based on a scoring rubric as described in the application. The evaluation team members shall consist of a variety of diverse professionals, including members unaffiliated with Arizona's prior Adult Education System. Award amounts will be determined by area demographic and needs analyses to ensure that addressing the purpose of WIOA is the basis for funding decisions.

General Education Provisions Act (GEPA) Statement: Each applicant requesting funds will be required to include a description of the steps the applicant proposes to take to ensure equitable access to, and participation in, its federally-assisted program for students, teachers, and other program beneficiaries with special needs. Section 427 GEPA highlights six types of barriers that can impede equitable access or participation: gender, race, national origin, color, disability, or age. Based on local circumstances, applicants will determine whether these or other barriers may prevent participation in the program or activities, and the steps to be taken to overcome identified barriers must be included in the application.

### C. VOCATIONAL REHABILITATION PROGRAM

Not Applicable.

## 6. PROGRAM DATA

### A. DATA ALIGNMENT AND INTEGRATION

As identified in Strategy 10, to identify data system solutions to enhance the interoperability and quality of data for use across ARIZONA@WORK programs, Arizona's core programs and the Council will continue efforts through cross-functional teams to identify technological tools for

linking datasets in order to maximize efficiency and the exchange of information to support assessment and evaluation. Arizona will research innovative solutions used by other States to expand and integrate its information systems used within the ARIZONA@WORK system. In addition, technological solutions identified and/or implemented by LWDBs will provide insight into successful data integration strategies that can be implemented across ARIZONA@WORK partner programs.

Currently, ADE uses the AAEDMS through Benchmark to enter student demographic for Title II, and DES uses the AJC system, developed by AJLA to manage all aspects of case management, data recording, and performance reporting for Titles I and III, and the Libera system, called System 7. Case, as the case management, vendor, procurement, and financial management system for Title IV. Through implementing Strategy 10. over the next four years, Arizona aims to improve, across the core and other partner programs, its ability to exchange common data elements and expand data reporting and analysis to enable data-driven decisions that support continuous improvement through regular assessment and evaluation.

The State will be developing a statewide Workforce Evaluation Data System (“the Data System” also known as P-20W or IDS) which will be an integrated data system that will combine individual-level education and workforce data (K12, postsecondary institutions, UI, WIOA programs, SNAP and TANF) to support evidence-building activities with a statistical purpose led by the Workforce Data Task Force.

The Workforce Data Task Force includes the OEO Director, DES Director, Arizona Board of Regents President, Superintendent of Public Instruction, and one representative of a community college district. This Task Force will: 1) oversee workforce system evaluation data sharing, 2) the development and maintenance of the Data System, and 3) provide analyses and recommendations for “workforce system performance” reports

The State Workforce Evaluation Data System will be developed in phases — each phase adding more programs and features.

- Phase 1 (Q2 2020) - Build foundational system components for data integration.
- Phase 2 (Q4 2020) - Incorporate data on participants in WIOA programs, SNAP and TANF.

Arizona will engage a cross-functional state and local team to identify and implement solutions for data challenges to improve integrated data management and streamline services to co-enrolled individuals, track individuals through workforce, education, and community programs, and provide critical data to continuously improve services to customers. See Strategy 10. Arizona currently is able to track participation in Title I, III, JVSG, UI, TAA, and MSFW through one data system, and will seek solutions to track additional program customers. ADE has also developed a process through the MOU/IFA process to track Title II students referred for adult education and literacy services, which is being rolled out throughout the State.

Arizona will work with state and local partners to improve processes for individuals using the ARIZONA@WORK system through national research, identifying grant options, and capitalizing on the successful strategies from LWDBs to streamline intake and service delivery and allow cross-program tracking. Local plans and MOUs developed by LWDBs with ARIZONA@WORK partners will facilitate collaboration across the local system and provide the structure for a seamless delivery of service provision for ARIZONA@WORK customers.

The Council will participate in the development of project plans and collaboration through their Committees or participation in workgroups, as appropriate, for strategies 7 and 10 addressing technology and data system alignment. Strategies 7 and 10 focus on streamlining services to individuals through a co-enrollment process through a common intake system as well as identifying data system solutions to prevent duplication of services and improve the management of individuals enrolled in more than one program.

Arizona's core programs ensure the performance accountability systems meet WIOA requirements while continuously seeking opportunities for improved processes to better improve performance outcomes for the customers served.

#### Titles I and III:

Use AJC, hosted by AJLA, to support a consortium of state workforce agencies. AJLA Technical Support creates a PIRL file used for the Quarterly (ETA-9173) and Annual (ETA-9169) Reports. The file is compiled and reported through the WIPS to the U.S. DOL Employment and Training Administration (USDOL/ETA). Using the WIPS ensures both the accuracy and uniformity of the reported data in compliance with U.S. Department of Labor Employment and Training Administration (USDOL/ETA) reporting requirements. To ensure data completeness and integrity, the DES Workforce IT Section/Workforce Development Unit works with the LWDB and its service providers to correct data that is missing or causing an error when the WIPS process identified data errors during the submission of the PIRL file.

DES evaluates its performance through:

- Quarterly review of federal performance and fiscal data through its dashboard;
- Monthly review of lead measures on scorecards, implementing problem solving when measures do not meet targets; and
- Monthly quality assurance meetings where data from fiscal, programmatic, and Equal Opportunity (EO) monitoring is reviewed to identify trends for targeted technical assistance.

#### Title II:

Uses AAEDMS through Benchmark to enter student demographic, performance and class data as required for Federal reporting. AAEDMS is a secure, web-based data management system that collects required data, including performance results as identified in the NRS.

ADE's adult education providers are evaluated on both fiscal and programmatic areas to evaluate and improve the performance accountability system. The model incorporates the following factors:

- A cyclical system for risk assessment and monitoring;
- Monthly desk-monitoring, including data analysis and technical assistance; and
- Evidence of high-quality, data-driven and research-based instruction that is aligned to content standards and professional learning standards, and that incorporates the standards for both digital literacy and employability skills.

#### Title IV:

Uses Libera, System 7 Case Management System to input and store program, fiscal, and contract data. System users enter client specific data each quarter and a system module creates the

quarterly RSA-911 report. Replicated dictionary tables allow use of Access databases to write specialized queries. Specialized queries are used to provide the required data for federal reports, as well as the raw datasets used to create the monthly program management reports and weekly and monthly scorecards.

## B. ASSESSMENT OF PARTICIPANTS' POST-PROGRAM SUCCESS

Arizona uses the Federal performance measures required in WIOA as its statewide mission measures. Titles I, III, and IV Arizona primarily assesses participants' post-program success with retained employment 2nd quarter and 4th quarter after exit. For youth participants, success is also measured with completing post-secondary education. Title II also records employment and wage performance 2nd and 4th quarter after exit. Program leadership prioritize review of Measurable Skills Gains when assessing progress of participants exiting programs. These measures are publicly available on the [ARIZONA@WORK dashboard](#) [18] and will be used by the Council, core programs, and LWDBs to assess participant progress and identify areas needing technical assistance. The dashboard provides a statewide and local area view of the effectiveness of workforce training programs using federal performance measures. The dashboard consolidates data on local labor market conditions, economic indicators, and local workforce system performance.

In coordination across the ARIZONA@WORK system, Arizona will reassess the lead measures currently in place to measure the processes impacting the mission measures, and develop a tiered measurement structure for the State, LWDBs, and offices. The goal of the tiered measurement system is to align what is measured based on impact and value, so individuals, programs, LWDBs, state agencies, and the Council see their impact and identify improvement opportunities in the ARIZONA@WORK system relative to their value.

Using the current data systems of the core programs and identifying opportunities to improve reporting and expansion of the data systems through this Plan's strategies, Arizona will seek to decrease duplication and/or extraneous data gathering to better assess the progress of participants engaged in the ARIZONA@WORK system. To gather feedback on the impact to customers, Arizona conducts customer satisfaction surveys to capture business and job seekers experience and discover successes and challenges providing opportunities for sharing best practices and improvement. Local adult education providers also conduct follow-up surveys on exited participants that did not provide a social security number at intake.

In addition, assessing the current data sharing agreements to identify opportunities to expand data sharing will improve the ability of the State to coordinate and track across programs and minimize duplication of efforts for both customers and ARIZONA@WORK staff. Arizona currently has a data sharing agreement with ADE (Title II) to support data sharing between the agencies allowing employment results of Title II participants to be tracked.

[18] Title II data is currently not included in the public dashboard but is reviewed. As data becomes available, more metrics will be visible on the dashboard for Titles I, III, and IV.

## C. USE OF UNEMPLOYMENT INSURANCE (UI) WAGE RECORD DATA

All core programs conduct quarterly and annual data matches with DES' UI system, the State Wage Interchange System (SWIS) to calculate the employment-based performance measures for WIOA-required quarterly and annual reports. These wages are also applied to the other partner programs tracked in AJC, including JVSG and TAA. ADE also conducts an annual data match with National Student Clearinghouse to capture entry into postsecondary outcomes for exited participants.

In 2019, Arizona completed the new SWIS agreement with DOL, identifying ADE (Title II) and VR (Title IV) as Performance Accountability and Customer Information Agencies (PACIAs), along with the current PACIA for Titles I and III, ensuring all four of the core programs can access interstate wage information for WIOA performance reporting.

#### D. PRIVACY SAFEGUARDS

Arizona has privacy safeguards in place to protect confidential information contained in its workforce development systems, which includes safeguards required by section 444 of the General Education Provisions Act and other applicable state and federal laws. These safeguards include State and local requirements, such as:

- Annual security training for individuals accessing confidential WIOA information;
- Personal confidentiality statements/user affirmation agreements to be signed by individuals accessing WIOA information;
- Maintaining medical documentation needed for eligibility determinations in a sealed confidential envelope separate from the files of eligible applicants, registrants, and participants; and
- Local confidentiality policies and procedures.

Privacy safeguards are monitored as part of the State's monitoring system, as set out for the specific core or partner program. Arizona seeks to maintain the privacy and confidentiality of all information for customers of WIOA, with a heightened focus on protecting social security information, according to federal laws and regulations (and state laws), including the following:

- 29 U.S. Code § 2935 (reports, recordkeeping, and investigations);
- 29 U.S. Code § 2871(f)(3) (confidentiality);
- 20 CFR § Part 603 (Unemployment Compensation);
- 42 U.S. Code § 503 (UI operations);
- 20 CFR § 617.57(b) (Trade Act);
- 29 U.S. Code § 491 –2(a)(2) (Wagner–Peyser Act);
- The Privacy Act (5 U.S. Code § 552);
- The Family Educational Rights and Privacy Act (20 U.S. Code § 1232g) (Title II and other programs in receipt of educational records);
- 34 CFR § 361.38 (VR); and
- 2 CFR § 200.303 (internal controls for Federal awards).

#### 7. PRIORITY OF SERVICE FOR VETERANS

In accordance with WIOA of 2014 (P.113-128) 20 CFR § 1010, veterans and their eligible spouses receive Veterans' Priority of Service (VPOS) and are referred to as "covered persons." A veteran is to include a person who was former military, naval, or air service personnel and was discharged, or otherwise released, by virtue of conditions barring dishonorable. An active service member includes full-time duty within the National Guard or Reserve, outside of full-time duty for training programs. The stipulations for an eligible spouse to receive VPOS is one of

the following: spouse of a surviving veteran, spouse of any veteran who has died of a service-connected disability, spouse of any member of the armed forces serving on active duty is listed, at the time application, for a total of more than 90 days as (missing in Action, captured in the line of duty, or forcibly detained), spouse of a veteran who bears a total disability, or spouse of a veteran who died while a total disability was present as evaluated by the Department of Veterans Affairs. The State will ensure that covered persons are made aware of status and priority of service is executed in WIOA Titles I and III. In order to secure that potential VPOS candidates are made aware of upon point of entry, office staff members have particular measures in place. One measure is the requirement of an ESA-1184B, *Veterans' Priority of Service* to be visible upon entry. Another measure is for office staff members to provide VPOS brochures (ESA-1184A). Lastly, person's would be identified by means of direct inquiry. Afterwards, the potential VPOS candidate would fill out the VPOS Assessment Form (ESA1193A) and place it in the collection point (labeled basket). In order to deliver VPOS services through the internet, all VPOS will be directed to the Arizona Job Connection (AJC) website. However, VPOS candidate will be informed of Arizona's Be Connected Program as an element of support.

ARIZONA@WORK staff provide qualified veterans or eligible spouses with VPOS, which is priority over a non-veteran or non-eligible spouse for any labor exchange services, basic career, individualized career or training services with additional factors such as suitability in training services prioritization. Policies for VPOS implementation at ARIZONA@WORK job centers are included in this State and LWDB local plans.

Front desk staff at ARIZONA@WORK job centers follow VPOS at point of entry and identify Veteran status; staff will also conduct an assessment of significant barriers to employment (SBE) (ESA-1348A) with all veterans and other eligibles per current VPLs 03-14, 03-14 Ch. 1, 03-14 Ch.2, and 03-19. Veterans identified with SBEs will be referred to specialized veteran staff, such as a DVOP, to receive Individualized Career Services (Case Management) through JVSG.

Strategies will be implemented for VPOS in ARIZONA@WORK business service teams. ARIZONA@WORK Business Service Representatives (BSR) will apply VPOS in prioritizing and connecting Veteran job seekers to employers filling positions. The BSR teams also provide opportunities to employers to better support their Veteran workforce through the Arizona Supportive Veteran Employers Program (AVSE) and the Veterans Medallion Program (VETS).

Additionally, Title III staff are ensuring Veterans are receiving the highest quality of service. Arizona has implemented Arizona Job Connection (AJC) across all Title III staffed ARIZONA@WORK job centers as the primary database for staff providing services to Veterans. Additionally, Be Connected is utilized as a resource navigation tool and has been recognized as a national best practice as an upstream prevention model for veterans and military families.

Staff at ARIZONA@WORK Job Centers are trained on VPOS. In addition, the JVSG program Veterans Regional Coordinators (VRC) and review VPOS across ARIZONA@WORK and provide technical assistance if needed.

## 8. ADDRESSING THE ACCESSIBILITY OF THE ONE-STOP DELIVERY SYSTEM FOR INDIVIDUALS WITH DISABILITIES

The following publicly posted State policies describe the requirements for ensuring compliance with section 188 of WIOA and provisions of Americans with Disabilities Act (ADA), including required physical and programmatic access to individuals with disabilities, the annual



assessment of physical and programmatic accessibility at all ARIZONA@WORK Job Centers in the LWDA, and the ARIZONA@WORK job center certification requirements:

- State Workforce Policy #1 (Local Governance);
- State Workforce Policy # 6 (Certification of ARIZONA@WORK Job Center);
- State Workforce Policy #3 (ARIZONA@WORK Structure of One Stop Delivery System); and
- Arizona Department of Economic Security Policy, Chapter 2, Section 700: Equal Opportunity and Nondiscrimination.

LWDBs assess ARIZONA@WORK Comprehensive, Affiliates, and Specialized Centers every three years for programmatic and physical accessibility. The assessment includes (i) physical accessibility measures to ensure facilities are designed, constructed, or altered so they are accessible and usable to individuals with disabilities, (ii) programmatic accessibility measures to ensure access to programs, services, and activities during regular business days, and (iii) measures to ensure equal opportunity for individuals with disabilities defined in section 188 of WIOA.

The State EO Officer ensures annual, onsite monitoring visits for compliance at all ARIZONA@WORK Job Centers (comprehensive, affiliate, and specialized). Finding letters with required correction are sent to the LWDB representative to correct any compliance findings. The LWDBs are responsible to ensure compliance with physical and programmatic accessibility in the ARIZONA@WORK Job Centers through implementation and oversight of State and local policies.

Each LWDA identifies a local/tribal EO officer to ensure EO and nondiscrimination in the administration and operation of programs, activities, and services within the ARIZONA@WORK system. The State EO Officer provides training to the local/tribal EO Officers, as well as, the ES staff to provide services to persons with disabilities. In addition, local/tribal EO officers provide training and supports to ARIZONA@WORK staff, including service providers and local partners for addressing the needs.

See “Nondiscrimination Plan”

<https://des.az.gov/sites/default/files/media/Non-Discrimination-Plan-2019-2020.pdf>

#### 9. ADDRESSING THE ACCESSIBILITY OF THE ONE-STOP DELIVERY SYSTEM FOR INDIVIDUALS WHO ARE ENGLISH LANGUAGE LEARNERS

ADE, DES, and the LWDBs have policies and procedures describing how to ensure individuals with limited English proficiency can use ARIZONA@WORK services. As required by the Code of Federal Regulations (CFRs) and the State of Arizona Nondiscrimination Plan (NDP), the procedures include the development and implementation of processes to utilize a language line, interpreters, or translators to be made available upon request or when needed in order that individuals with Limited English Proficiency (LEP) have the same communication of information as English speaking individuals. LWDB policy and procedures are reviewed during the annual monitoring reviews by the State-Level EO Officer for approval. ADE and DES policy and procedures are in compliance with 29 CFR § 38.9.

Support is required for languages spoken by a significant number or portion of the population seeking services through ARIZONA@WORK. LWDB service providers must translate vital information in written materials into these languages and make the translations readily

available in hard copy, upon request, or electronically such as on a website. The vital information these materials contain can be provided to LEP participants by oral interpretation or summarization. For other languages not spoken as frequently in the area, information will be supplied as the need arises or upon request. ARIZONA@WORK staff training is required by the NDP to be done at a minimum annually by either the local EO Officer or the State-Level EO Officer. Generally, the State-Level EO Officer does training via an annual Technical Assistance Conference for purposes of making sure all EO Officers are up to date with the latest changes or new procedures available to them.

It is the responsibility of the LDWA EO Officer to make sure ARIZONA@WORK staff is aware of the requirements to assist a client to file a discrimination complaint and ensure it is done properly. LWDAs engage in additional activities to ensure that the needs of LEP participants are met, such as providing workshops in Spanish, referring customers to English as a Second Language (ESL) classes through Title II or in the community, or instruction in Vocational English as a Second Language.

ADE's Title II local adult education providers offer English language instruction in all LWDAs designed to help eligible learners achieve proficiency in reading, writing, speaking and listening and that leads to attainment of a secondary diploma (or its equivalent), transition to postsecondary/training, or employment. In addition, Title II utilizes funding under WIOA section 243 to provide adult education and literacy activities to English language learners concurrently and contextually with workforce preparation activities and workforce training for specific occupations or occupational clusters for the purpose of educational and career advancement.

#### IV. COORDINATION WITH STATE PLAN PROGRAMS

A State Plan committee organized the following activities to engage the core programs and ARIZONA@WORK partners to develop the Arizona State Plan with broad, statewide input:

- 4 in-person, working group meetings with representatives from the Council, LWDBs, State Title staff, and OEO to identify: In-Demand industries, In-Demand occupations, strengths and weaknesses, workforce capacity, and strategies;
- 2 statewide surveys to gather input for the (i) strengths and weaknesses; and (ii) strategies;
- Updates at statewide ARIZONA@WORK meetings for LWDB staff, service providers, and core program representatives; and
- Weekly writing sessions for Plan contributors.

Presentations, discussions and approval for the State Plan requirements occurred during the State Plan development process with the Council and committee meetings, and the State Plan Taskforce.

#### V. COMMON ASSURANCES (FOR ALL CORE PROGRAMS)

The State Plan must include	Include
1. The State has established a policy identifying circumstances that may present a conflict of interest for a State Board or local board member, or the entity or class of officials that the member represents, and procedures to resolve such conflicts;	Yes

The State Plan must include	Include
2. The State has established a policy to provide to the public (including individuals with disabilities) access to meetings of State Boards and local boards, and information regarding activities of State Boards and local boards, such as data on board membership and minutes;	Yes
3. The lead State agencies with optimal policy-making authority and responsibility for the administration of core programs reviewed and commented on the appropriate operational planning elements of the Unified or Combined State Plan, and approved the elements as serving the needs of the populations served by such programs;	Yes
4. (a) The State obtained input into the development of the Unified or Combined State Plan and provided an opportunity for comment on the plan by representatives of local boards and chief elected officials, businesses, labor organizations, institutions of higher education, the entities responsible for planning or administering the core programs, required one-stop partners and the other Combined Plan programs (if included in the State Plan), other primary stakeholders, including other organizations that provide services to individuals with barriers to employment, and the general public, and that the Unified or Combined State Plan is available and accessible to the general public; (b) The State provided an opportunity for review and comment on the plan by the State Board, including State agency official(s) for the Unemployment Insurance Agency if such official(s) is a member of the State Board;	Yes
5. The State has established, in accordance with WIOA section 116(i), fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through allotments made for the core programs to carry out workforce development activities;	Yes
6. The State has taken appropriate action to secure compliance with uniform administrative requirements in this Act, including that the State will annually monitor local areas to ensure compliance and otherwise take appropriate action to secure compliance with the uniform administrative requirements under WIOA section 184(a)(3);	Yes
7. The State has taken the appropriate action to be in compliance with WIOA section 188, Nondiscrimination, as applicable;	Yes
8. The Federal funds received to carry out a core program will not be expended for any purpose other than for activities authorized with respect to such funds under that core program;	Yes
9. The State will pay an appropriate share (as defined by the State board) of the costs of carrying out section 116, from funds made available through each of the core programs;	Yes
10. The State has a one-stop certification policy that ensures the physical and programmatic accessibility of all one-stop centers with the Americans with Disabilities Act of 1990 (ADA);	Yes
11. Service providers have a referral process in place for directing Veterans with Significant Barriers to Employment (SBE) to DVOP services, when appropriate; and	Yes
12. Priority of service for veterans and eligible spouses is provided in accordance with 38 USC 4215 in all workforce preparation, development or delivery of programs or	Yes

The State Plan must include	Include
services funded directly, in whole or in part, by the Department of Labor.	

## VI. PROGRAM-SPECIFIC REQUIREMENTS FOR CORE PROGRAMS

### PROGRAM-SPECIFIC REQUIREMENTS FOR ADULT, DISLOCATED WORKER, AND YOUTH ACTIVITIES UNDER TITLE I-B

#### A. GENERAL REQUIREMENTS

##### 1. REGIONS AND LOCAL WORKFORCE DEVELOPMENT AREAS

Arizona's Governor designated twelve LWDAs, which also serve as its regions:

- ARIZONA@WORK – Coconino County
- ARIZONA@WORK – Maricopa County
- ARIZONA@WORK – Mohave and La Paz Counties
- ARIZONA@WORK – Nineteen Tribal Nations (consortium of 13 tribes: Cocopah Indian Tribe, Gila River Indian Community, Salt River Pima-Maricopa Indian Community, Hopi Tribe, Quechan Indian Tribe, Colorado River Indian Tribes, Fort Mojave Indian Tribe, Hualapai Tribe, San Carlos Apache Tribe, Tohono O'odham Nation, Yavapai-Apache Nation, White Mountain Apache Tribe & Pascua Yaqui Tribe)
- ARIZONA@WORK – Northeastern Arizona (Navajo, Apache, and Gila counties)
- ARIZONA@WORK – City of Phoenix
- ARIZONA@WORK – Pima County
- ARIZONA@WORK – Pinal County
- ARIZONA@WORK – Santa Cruz County
- ARIZONA@WORK – Southeastern Arizona (Graham, Greenlee, and Cochise counties)
- ARIZONA@WORK – Yavapai County
- ARIZONA@WORK – Yuma County

All LWDAs serve the geographical region designated for the area, but do not provide services on the Navajo Nation, which receives separate WIOA funding from DOL, or tribal land of the thirteen tribes of the Nineteen Tribal Nations.[19]

[19] Individuals may apply for services at any ARIZONA@WORK Job Center in Arizona.

State Workforce Policy # 1 (Local Governance) describes the requirements for initial designation of local areas and the process for submitting a request for designation. A new or existing LWDA (an area previously designated under WIA) must request designation as a LWDA in writing to the Governor's Office, which must include:

- A Chief Elected Official Agreement for Consortia as described in this policy, (if applicable);
- For newly configured workforce areas, a narrative regarding how the area meets the considerations outlined in Section 106(b)(1)(B);

- For existing workforce areas, certification that the area performed successfully and sustained fiscal integrity for the two-year period preceding enactment of WIOA (July 1, 2012–June 30, 2014);
- A list of Local Board members, to include composition categories and contact information;
- Identification of grant recipient/fiscal agent and signature of lead official;
- Documentation that public input was solicited and any comments received; and
- Signatures of chief elected officials from the petitioning counties.

Written requests from LWDAs will be received and reviewed according to the following process:

- All formal written requests (including Workforce Development Area Designation petitions) must be submitted to the Governor, with a carbon copy to the Executive Director of the Council and Assistant Director of DES/DEERS.
- Petitions will be reviewed by the executive committee of the Council and by the full Council.
- A public comment period will be advertised and commence with opportunity for comment by representatives of LWDBs, chief elected officials, businesses, institutions of higher education, labor organizations, other primary stakeholders, and the general public regarding the designation of the local area (20 CFR § 679.240).
- After the required public comment period, the Council will make a recommendation to the Governor.
- Final designation of LWDAs will be made by the Governor.

**Newly Configured Workforce Areas:** Per WIOA 106(b)(4), the Governor may approve a request from any unit of general local government (including a combination of such units) for designation as a LWDA if the Council determines, based on the considerations described above, and recommends to the Governor, that such area should be designated.

Per Section 106(e)(1), the term performed successfully means the local area met or exceeded the negotiated levels of performance for each of the last two consecutive years for which data are available.

Per Section 106(e)(2), the term sustained fiscal integrity means that the Secretary has not made a formal determination, during either of the last two consecutive years, that either the grant recipient or the administrative entity of the area mis-expended funds provided under WIOA due to willful disregard of the requirements of the provision involved, gross negligence, or failure to comply with accepted standards of administration.

The Council established Designation Policy within the Local Governance Policy. The Council anticipates expanding existing Designation and Redesignation Policy and adding Subsequent Designation policy to the language by end of program year 2020. Subsequent designation would follow WIOA 106 (b)(3) and 20 CFR 679.250(d) and (e) and procedures developed in the Council Local Governance Policy.

## **Designation of Regions**

The Council adopted a Regional Designation Policy that allows for each LWDA to be designated its own planning region for the first year of implementation. The Council re-evaluated this policy and determined whether creating regions makes sense from a state and local perspective. This was done to allow the system time to adjust to new structures and to evaluate impacts of the final WIOA regulations, which had not yet been released.

Prior to the Council being seated, the State produced research on the creation of regions and participated in discussions with the 12 LWDAs. The 12 LWDAs then conferred with one another and their respective Boards, ultimately creating the recommendation for a temporary designation of single area regions. The Council, once seated, adopted this policy at the request of the LWDAs and for the purposes of doing a more thorough review of the concept prior to providing a more robust recommendation to the Governor. Provide the appeals process as referred to in section 106(b)(5) of WIOA relating to designation of LWDAs.

State Workforce Policy # 1 (Local Governance) describes the requirements for LWDA designation and the process for submitting a Local Workforce Development Area Designation Request, including the appeals policy and procedure if a request for LWDA Designation is not granted.

**Appeals:** If an existing workforce area requests, but is not granted, designation as a LWDA, a unit of general local government (including a combination of such units) or grant recipient may submit a written appeal to the State Workforce Development Board within 20 days of receiving written denial notification. Appeals submitted after this time will not be considered.

The appealing entity must explain why it believes the denial is contrary to the provisions of WIOA 106(b)(2). No other cause for appeal will be considered. The Council must consider and respond in writing to such an appeal within 20 days of its receipt.

If the petitioning entity is again denied such designation, further appeal to the Secretary of Labor may occur if the entity alleges that the area meets the requirements of WIOA 106(b)(2) or that the entity was not accorded procedural rights under the State appeal process described herein. All such appeals to the Secretary must be submitted within 15 days of receipt of the notification of denial by the Council on behalf of the Governor. The appealing entity must simultaneously notify the Governor and the Council of such an appeal to the Secretary. The Secretary will make a final decision within 30 days after the appeal is received. The Secretary will notify the Governor and the appellant in writing of the Secretary's decision.

If core partners do not reach an agreement on infrastructure funding, the process determined by the Governor must be utilized. In accordance with section 121 (h)(2)(E) of WIOA and 20 CFR § 678.750, an appeals process will be established for an ARIZONA@WORK partner to appeal the determination of the portion of funds to be provided. The ARIZONA@WORK partner must submit the appeal to the Council as follows.

**Appeals:** If an ARIZONA@WORK partner wishes to appeal the Governor's determination regarding the ARIZONA@WORK partner portion of funds to be provided for one-stop infrastructure costs, the ARIZONA@WORK partner may submit a written appeal to the Council within 30 days of the Governor's determination. Appeals submitted after this time will not be considered.

The appeal may be made on the grounds that the Governor's determination is inconsistent with proportionate share requirements in 678.735(a), the cost contribution limitations in 678.735(b), or the cost contribution caps in 678.735(c). The appealing entity must explain why

it believes the determination is contrary to the provisions of WIOA 121(h)(2)(E). No other cause for appeal will be considered. The Council must consider and respond in writing to such an appeal within 30 days of its receipt.

## 2. STATEWIDE ACTIVITIES

Arizona's fiscal and programmatic policies for Title I are publicly posted and provide the requirements for implementation and use of WIOA funding for Title I-B, Rapid Response, and ETPL. In addition, statewide policies on Local Governance, implementation of the ARIZONA@WORK job centers and one stop delivery system, monitoring, conflict of interest, and ARIZONA @WORK job center certification, are publicly posted. TEGLs are also posted publicly for additional guidance for LWDBs and ARIZONA@WORK staff.

The Governor's set aside funding is used to fund the following WIOA operational activities:

- AJLA hosting of AJC system;
- Arizona Registered Apprenticeship Program activities;
- Statewide Reentry Initiative; and
- Activities and resources required to meet the fiscal, contractual, procurement, Information Technology (IT), programmatic, equal opportunity, and policy requirements in WIOA.

In addition, the set-aside funding is used to fund initiatives regarding workforce and economic development.

The state reserve of Rapid Response is used to fund the required and allowable statewide and local Rapid Response activities which are described in the publicly posted WIOA policy, Chapter 2, Section 900: Rapid Response. State-level Rapid Response activities are managed by the State Rapid Response Coordinator who is responsible for the entry of Worker Adjustment and Retraining Notification (WARN) into the AJC system, notifying the appropriate local Rapid Response Coordinator, and assisting in the coordination of layoffs, plant closings, and layoff aversion strategies.

Each local area is required to identify a local Rapid Response Coordinator who coordinates activities with a local team, to include an Employment Service, UI and, if appropriate, a TAA representative. AJC is used for program management and evaluation of rapid response activities. Local rapid response activities include the initial notification to and meeting with the employer to: (i) develop a plan and schedule with the employer, (ii) gather background information, (iii) determine assistance needs and reemployment prospects of the affected workers, and (iv) share available resources to meet short-term and long-term assistance needs of the employer and affected workers.

Technical assistance is provided to ARIZONA@WORK staff to assist in meeting the requirements, sharing best practices, and assisting to remove barriers for successful implementation to meet the needs of employers and individuals affected by layoffs, plant closings, and/or to avert layoffs.

The DES WIOA Policy Manual, Chapter 2 Section 900: Rapid Response, describes the required actions for the State Rapid Response Coordinator, in collaboration with the local Rapid Response Coordinator(s), to respond to a mass job dislocation resulting from a natural or other disaster. The intent of the rapid response activities is for the team to aid workers and help them transition to new employment as quickly as possible.

In addition, the policy includes information on the National Dislocated Worker Grant (DWG), and how to apply for the DWG and for the coordination of services through FEMA. Also provided is information that the LWDBs should include in their DWG application to assist them with the application process. In the event of a natural disaster, the State Coordinator and the local Rapid Response Coordinator(s) will discuss the DWG application to ensure that the policy is followed.

DES WIOA Policy Manual, Chapter 2 Section 900: Rapid Response describes how the Rapid Response team provides early intervention to worker groups on whose behalf a TAA petition has been filed. Rapid Response funds are used for these activities. The TAA Policy Manual, describes the required activities to provide adversely affected workers with opportunities to get the skills, credentials, resources, and support necessary to return to suitable employment as quickly as possible.

As soon as a petition is certified, the TAA Coordinator works with the employer to get a list and contact information of all affected workers. The TAA Regional office notifies all workers of their potential benefits and services available, provides program information and an application to be completed and sent back, in order to determine individual eligibility. Once an application is received, the Determination of Eligibility is completed and sent to the individual, along with the contact information for the TAA Counselors.

The TAA Coordinator shares information with the Rapid Response Coordinator regarding the TAA petition. Rapid Response teams consist of TAA, WIOA Title I-B and Wagner-Peyser Employment Service representatives, who as a team conduct on-site presentations at the employer location (whenever permissible). Every effort is made to provide information sessions prior to the commencement of the layoffs/closures. These presentations consist of overviews of the benefits and services that can be expected from each of the partner groups with an emphasis on how TAA, WIOA Title I-B and Wagner Peyser staff will be working together as a team to offer the customer individualized comprehensive re-employment benefits and services. Whenever possible after a lay-off occurs, Intake/Orientation sessions for the TAA and WIOA Title I-B programs are co-led and combined so the customer is being co-enrolled to maximize resources.

## B. ADULT AND DISLOCATED WORKERS PROGRAM REQUIREMENTS

### 1. WORK-BASED TRAINING MODELS

Arizona, through the LWDBs, uses work-based training models to meet business needs by reducing training costs, employee turnover, and averting layoffs. (See sub-section 2 of this Section for Arizona's Apprenticeship model.) These models provide individuals, including those eligible for the Adult and Dislocated Worker Program, work experience, opportunities to learn new transferable skills, and job placement. LWDBs are encouraged to promote work-based training models for employers and share successes with other regions. Models currently being implemented through grants creating a contractual relationship between the LWDB and participating company include:

- On-the-job-training (OJT): Provides participants work experience and new transferable skills of the training program, which are ideal for individuals with barriers. LWDBs may reimburse employers up to 50 percent of the worker's wages, and employers that provide OJT are required to hire participants that successfully complete training. LWDBs also have the flexibility to increase the reimbursement to 75 percent when factors, as described in TEGL 19-16, are met and documented.



- Incumbent worker training: Averts layoffs by transitioning employees to other positions that will not be eliminated and create backfill opportunities for less-skilled employees. Rapid Response Coordinators work with employers who have notified the state and LWDBs of imminent layoffs. This program provides an option of training employees in new skills to transition the employee into other positions and avert layoffs. Twenty percent of the LWDB's total Adult and Dislocated Worker funds may be used for incumbent worker training. LWDBs may reimburse according to the following schedule: (1) employers with <50 employees: grant reimburses 90 percent and employer matches ten percent; (2) employers with 51-100 employees: grant reimburses 75 percent and employer matches 25 percent; (3) employers with >101 employees: grant reimburses 50 percent and employer matches 50 percent.
- Customized training: Assists employers in training current employees and participants referred to the employer for both pre-vocational and/or incumbent training. Customized training may cover topics such as the introduction of new technologies, new production or service procedures, as well as upgrading to new jobs that require additional skills. Customized training will also be used as an incentive to attract businesses to relocate to Arizona and required to pay for a significant portion of the training costs based on the number of employees participating, the wage, and other factors. Customized training requires a commitment from the employer to hire the participants after successful completion of the training program.
- Transitional jobs: Serves individuals with chronic unemployment, poor work history, and severe barriers to employment. Transitional jobs will allow the participant to establish a work history, demonstrate work success and develop skills that lead to unsubsidized employment.

To ensure high quality training for both the employer and the participant, priority consideration will be given to training programs that are related to an in-demand occupation, aligned with career pathways and industry sectors and result in a recognized postsecondary credential. LWDBs are required to collect performance data on work-based training programs. LWDBs must not continue to contract with employers who fail to provide participants long term employment opportunities, with wages and benefits, and working conditions comparable to other employees who have worked a similar amount of time, doing the same type of work. LWDBs will monitor employer onsite contracts to ensure training, wages, hours, benefits, and working conditions are provided in accordance with the contract. Training participants' performance and progress will be monitored during the training to determine supportive service needs, the appropriateness of the training activity and if placement in unsubsidized employment has occurred.

## 2. REGISTERED APPRENTICESHIP

DES is the State Registering agency and its Apprenticeship Office provides apprenticeship services across the state using statewide reserved funds. Apprenticeship opportunities are offered through an employer or the program sponsor. Apprentices gain knowledge with structured learning and on-the-job training. Apprentices earn a paycheck from day one that is guaranteed to increase over time as they learn new skills. Apprentices receive an industry-recognized credential upon completion of an apprenticeship program. Apprenticeship opportunities are available in a wide range of industries such as health care, construction, manufacturing, information technology, hospitality, water and wastewater treatment, insurance and so many more.

The Apprenticeship Office works closely with LWDBs to develop strategies for engaging the business community and increasing the visibility of the Apprenticeship Program. The office also maintains active contact with the ARIZONA@WORK Business Service Teams, LVERs, and

presents apprenticeship opportunities to stakeholders statewide, including employers, industry groups, chambers of commerce, veterans' groups, the Rehabilitation Service Administration, community colleges, as well as ADE, including the Career Technical Education Districts in all areas of Arizona. Community colleges are working with Registered Apprenticeship directors to partner with registered apprenticeship programs and to become sponsors of programs in Arizona.

The State developed a strategic plan to align goals and activities with the sector strategies and initiatives identified by LWDBs in their new local plan modifications. Apprenticeship representatives conduct site visits to the ARIZONA@WORK Job Centers to engage with the LWDB service providers on the benefits of partnering with registered apprenticeship programs. This collaborative effort provides more opportunities for job seekers entering into a career. The Arizona Apprenticeship Office has assisted the LWDBs with outreach efforts and technical assistance to increase their registered programs and help expand those existing programs by adding new occupations.

### 3. TRAINING PROVIDER ELIGIBILITY PROCEDURE

ARIZONA@WORK's ETPL contains training programs that are approved by the State ETPL Coordinator in DES and LWDBs to provide training services to eligible WIOA Title I-B participants in accordance with the Workforce Innovation and Opportunity Act (WIOA) of 2014, and 20 CFR § 680, 683 Subpart F, and 685.140, TEGL 3-18, TEGL 10-16, Change1. The policy is under revisions to ensure compliance with TEGL 08-19. Records are maintained on AJC, the state's labor exchange system, allowing training providers to complete an application on the AJC website, and all approved programs are available to the public and to ARIZONA@WORK partners on that website. DES and LWDBs share the responsibility of managing the ETPL, including approving programs for initial and continued eligibility, reviewing the quality of training services including whether programs leads to recognized postsecondary credentials, ensuring training provider compliance, and ensuring accuracy of information, removing training providers or programs, and monitoring of training providers. The policy is being revised to ensure Registered Apprenticeship programs are informed of their automatic eligibility and advising the program sponsor on the option to opt into the ETP list. The policy will also indicate Registered apprenticeship programs are identified as eligible providers and are not subject to the requirements to initial and continued eligibility requirements in this policy. If a Registered Apprenticeship program is registered with the Arizona Apprenticeship Office or the USDOL Office of Apprenticeship, the program is automatically approved to be an eligible training provider. Apprenticeship programs that are not registered with the Arizona Apprenticeship Office or the U.S. Department of Labor, Office of Apprenticeship are not excluded from the ETPL, but do need to be evaluated and meet criteria for initial and continued eligibility to be added to the ETPL and to remain on the list. LWDBs are required to establish Local ETPL policies, which include a local appeal process for providers. The revised policy will also require LWDBs to ensure access to training services throughout the state including rural areas, by approving programs that use technology-based learning and meet all state and local requirements. LWDB staffs assume the responsibilities for the training provider eligibility process and must work with DES to ensure there are a sufficient number and types of training services, including eligible training providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities and serving the local area. Including the ETPs ability to provide training which are physically and programmatically accessible for individuals who are employed and those with barriers to employment, including individuals with disabilities.

DES approves training providers after ensuring the providers meet the training provider eligibility requirements listed in the WIOA and State policy. These include having a physical location in Arizona and providing training for at least 12 months prior to submitting the ETPL application. Training providers must maintain licenses from appropriate federal, state or professional licensing authorities, as required by law, have a written student grievance policy and refund policy, and also maintain liability insurance. The LWDB must not limit consumer choice. The revised policy will allow LWDBs to require additional criteria, except for Registered Apprenticeship Programs, and additional information from local providers to become eligible and remain eligible as a local provider in the LWDA. When reviewing provider applications for inclusion on the state's ETPL, the revised policy will require LWDBs to use only the state's requirements and not the LWDB's additional local criteria.

Under the revised policy, LWDB staff must require the training provider supply information regarding the training provider's partnerships with a business. The information may include whether the training program is offered or was designed as a result of the partnership and must also include a list of employers that have committed to hire graduates from the training program.

After approval, each training program is evaluated individually by the ETPL Coordinator in the local area where the training provider is located to determine if the training programs meet state and local ETPL requirements, including initial performance data standards, resulting in a federally or locally recognized credential and being related to an In-Demand sector or occupation in Arizona. The local ETPL Coordinator reviews the following: a detailed description of the program, the total cost of the program, including the cost of tuition, books, and any fees, credential information, and labor market information for the related occupation, including the minimum entry level wage and demand for the occupation in the local area, and initial performance data. Arizona uses the training program's credential attainment rate as the performance factor for initial eligibility. Programs that are approved at the local level are reviewed for accuracy and completeness by the State ETPL Coordinator and placed on the statewide ETPL for a one-year initial eligibility period.

LWDBs target training programs that support In-Demand industries and occupations and prepare participants for jobs in identified career pathways. Using Labor Market Information (LMI), ARIZONA@WORK staff also determine higher paying jobs, in-demand industry sector and occupations in the local area and work with local employers to determine the minimum requirements for these jobs and the types of training and certification requirements for these positions. Using this information, ARIZONA@WORK staff will reach out to local training providers to encourage them to add their training program to the ETPL.

All training programs listed on the ETPL (except registered apprenticeship programs) are reviewed bi-annually for continued eligibility in accordance with WIOA and State policy for the ETPL. Arizona consults with LWDBs, community colleges, and other training providers, and holds regular statewide calls to discuss the requirements for tracking performance and gathering performance data, identifying barriers, and developing strategies for collecting the required information in a timely manner. Registered Apprenticeship programs are not subject to performance requirements. The LWDB and the State ETPL Coordinator will review the training provider's program performance based on the performance accountability measures, using data on all WIOA Title I-B participants who participated in the training program during the performance period. The LWDB and State ETPL Coordinator also determines whether the training provider submitted the eligible training performance report timely and accurately.

Each program's performance will be evaluated against state performance standards to determine if the program will remain on the list. Training providers must submit the following performance data annually for all programs listed on the ETPL, and data must include all students (WIOA and non-WIOA) who participated in each training program: the percentage of program participants who are in unsubsidized; the percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program employment during the second quarter after exit from the program; the median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program; the percentage of program participants who obtain a recognized credential or a secondary school diploma or its equivalent during participation or within a year after exit (A secondary school diploma or its equivalent is only counted in this measure if the participants has retained or obtained employment or are in an education or training program leading to a recognized credential within 1 year after exit). This includes, collecting performance and cost information and any other required information related to programs from training providers. The revised policy will indicate the state considers a "substantial violation if the requirement of proving all information is not submitted timely and accurately."

Training providers have a right to appeal any DES or LWDA decision or action that has an adverse effect on the organization. An adverse action resulting from a uniform change in federal or state law is not appealable unless the law was misapplied to the person or entity seeking the hearing. Appeals regarding the eligibility of a training provider are to be filed with DES. All other appeals are filed with the LWDA regardless of which entity denied eligibility. A notice to deny eligibility for the ETPL must clearly state that the training provider has a right to appeal within 30 calendar days from the date on the denial notice. Additionally, training providers must request an appeal within 30 calendar days of the decision. The request for an appeal request must include: the name, address, and telephone number of the training provider, a description of the adverse action, the date on the notice of the adverse action; and a statement explaining why the training provider disagrees with the adverse action.

The process to remove a training provider from the ETPL is being developed and will be incorporated into the ETPL Policy draft which is currently under revision.

**4. DESCRIBE HOW THE STATE WILL IMPLEMENT AND MONITOR THE PRIORITY FOR PUBLIC ASSISTANCE RECIPIENTS, OTHER LOW-INCOME INDIVIDUALS, AND INDIVIDUALS WHO ARE BASIC SKILLS DEFICIENT IN ACCORDANCE WITH THE REQUIREMENTS OF WIOA SEC. 134(C)(3)(E), WHICH APPLIES TO INDIVIDUALIZED CAREER SERVICES AND TRAINING SERVICES FUNDED BY THE ADULT FORMULA PROGRAM**

Arizona implements the priority of service through State Workforce Policy #7 (ARIZONA@WORK WIOA Statewide Monitoring Policy) and the WIOA Title I-B Monitoring Review procedures, WIOA Title I-B Program Monitoring Guide, and Case Review forms, which have been disseminated and are posted publicly online. The materials describe the requirements for priority of service in the adult and dislocated worker programs. LWDBs may not establish policies that differ from the priority of service requirements and must not set a percentage of funds that will be used to serve priority populations. LWDB policy must include how the local area serves adults who do not meet the priority of service criteria and how this information is tracked.

Prior to providing any individualized career or training services, ARIZONA@WORK staff must determine priority of service for all individuals in the adult program. The priority of service

provision in WIOA applies to all adult program formula funds for individualized career and training activities.

DES annually monitors priority of service requirements of the LWDB's service providers to ensure the requirements are being implemented in accordance with WIOA and State policy and procedures. Monitoring activities may include desk reviews of files, onsite visits and interviews, and review of AJC case information. At the end of a monitoring visit, a monitoring report is completed and sent to the LWDB within ten business days from the on-site visit to include findings and observations, and a response to the findings is due within 20 business days from receipt. Cross-functional monthly meetings are held to review the findings across all monitoring activities, track trends, and identify needed areas for technical assistance.

#### 5. DESCRIBE THE STATE'S CRITERIA REGARDING LOCAL AREA TRANSFER OF FUNDS BETWEEN THE ADULT AND DISLOCATED WORKER PROGRAMS

DES fiscal policy, Chapter 3, Section 400: Transfer of Funds describes the requirements for a LWDB and CEO to request a transfer of funds between the adults and dislocated programs, including instructions on how to submit requests to DES for approval for the transfer of funds, including a transfer of unexpended rapid response funds to the dislocated worker program.

A LWDB and CEO may request a transfer up to 100 percent of its allocated funding for adult and dislocated worker activities funds during a Program Year between the two programs. When a LWDB has fully expended its allocation of dislocated worker funds, unobligated Rapid Response funds may be used for dislocated worker services, provided the LWDB maintains a minimum funds balance for contingent Rapid Response activities.

Chapter 3, Section 400 requires the following criteria for a transfer of funds:

1. Prior to the transfer, consider the employment and service needs of employers and job seekers, current labor market information, consistency with the strategies in the local plan, and the impact of the negotiated levels of performance.
2. When requesting a transfer, the balance of funds in the program from which the transfer is requested may not be zero dollars.
3. All dislocated worker funds must be expended to request a transfer of unexpended Rapid Response funds to the dislocated worker program.
4. LWDBs must reserve a percentage of Rapid Response funds for Rapid Response activities.
5. When considering transfer of funds between the WIOA Title I-B Adult and Dislocated Worker Programs, career and training services must continue to be made available to both Adults and Dislocated Workers at the ARIZONA@WORK Job Center.
6. The LWDB must complete the Transfer of Funds Request form and submit to DES for approval. A review will be completed, and written notification of an approval or denial provided within 30 days from receipt. Denials include an explanation for the denial and information or steps to take to have the request reconsidered (Fiscal Policies, section 401.02.C).

#### C. WITH RESPECT TO YOUTH WORKFORCE INVESTMENT ACTIVITIES AUTHORIZED IN SECTION 129 OF WIOA—

**1. IDENTIFY THE STATE-DEVELOPED CRITERIA TO BE USED BY LOCAL BOARDS IN AWARDING GRANTS OR CONTRACTS FOR YOUTH WORKFORCE INVESTMENT ACTIVITIES AND DESCRIBE HOW THE LOCAL BOARDS WILL TAKE INTO CONSIDERATION THE ABILITY OF THE PROVIDERS TO MEET PERFORMANCE ACCOUNTABILITY MEASURES BASED ON PRIMARY INDICATORS OF PERFORMANCE FOR THE YOUTH PROGRAM AS DESCRIBED IN SECTION 116(B)(2)(A)(II) OF WIOA IN AWARDING SUCH GRANTS OR CONTRACTS.[11]**

LWDBs must include youth service provider procurement criteria in their local plans. Criteria for selecting youth providers are described in the WIOA Title I-B Youth Program Policy section 200 (202). When selecting a youth provider, ARIZONA@WORK staff must take the following into consideration for the service provider:

- Financial stability;
- Experience in successfully providing services to disconnected youth and youth with barriers to employment, including youth with disabilities;
- Demonstrated success in serving youth, specifically youth with barriers and out-of-school youth;
- Length of time in business;
- Available network of business and community partners; and
- Ability to meet performance accountability measures based on performance indicators for youth.

To ensure quality, job-driven training programs are available for youth, ARIZONA@WORK staff are also required to include criteria to be used in procuring youth training programs in their local plans, taking into consideration: (1) if the training program is related to an in-demand occupation, or career pathways identified in the state and local plans; and (2) if the training program results in a recognized credential.

LWDBs have the flexibility to provide WIOA Title I-B Youth Program Elements directly based on whether they can most efficiently and cost-effectively provide the 14 elements, and the services that are part of the program design. The LWDB must award such grants or contracts on a competitive basis according to federal procurement guidelines in the Code of Federal Regulations Part 200 and 2900 - Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards.

**2. DESCRIBE THE STRATEGIES THE STATE WILL USE TO ACHIEVE IMPROVED OUTCOMES FOR OUT-OF-SCHOOL YOUTH AS DESCRIBED IN 129(A)(1)(B), INCLUDING HOW IT WILL LEVERAGE AND ALIGN THE CORE PROGRAMS, ANY COMBINED STATE PLAN PARTNER PROGRAMS INCLUDED IN THIS PLAN, REQUIRED AND OPTIONAL ONE-STOP PARTNER PROGRAMS, AND ANY OTHER RESOURCES AVAILABLE.**

Arizona's strategy includes building partnerships with local area organizations and programs that have previously served out-of-school youth or are currently serving out-of-school youth, and that are able to refer out-of-school to the WIOA Title I-B Youth Program. These partnerships will help to increase awareness of the WIOA Youth Program and services available in the state's communities and increase the number of youth who apply for and receive services. Partners will also identify additional opportunities for resource sharing to reconnect youth to education and/or employment.

To serve youth who have recently dropped out of school or graduated high school, Arizona will expand partnerships with the public school system, including high schools and alternative high schools, to establish data sharing agreements and/or a referral system for recent dropouts and graduating youth (with the appropriate consents), to be referred to ARIZONA@WORK Job Centers for services such as assistance with obtaining a high-school equivalency and/or assistance in entering employment and/or postsecondary education.

Arizona will be working closely with organizations that serve runaways and homeless youth, pregnant and parenting youth, subjects of the adult or juvenile justice system, including the Arizona Department of Corrections, juvenile hall and juvenile probation, foster care partners, and organizations that provide services to youth with disabilities. Arizona will be able to focus on serving youth most in need, and services provided will increase outcomes for these young adults. Arizona will also seek to increase referrals from the YouthBuild program and Adult Education programs.

Arizona will continue efforts to strengthen partnerships with educational programs, such as CTE programs, focused on sharing resources to prevent youth from dropping out of school.

3. DESCRIBE HOW THE STATE WILL ENSURE THAT ALL 14 PROGRAM ELEMENTS DESCRIBED IN WIOA SECTION 129(C)(2) ARE MADE AVAILABLE AND EFFECTIVELY IMPLEMENTED, INCLUDING QUALITY PRE-APPRENTICESHIP PROGRAMS UNDER THE WORK EXPERIENCE PROGRAM ELEMENT. [12]

DES allocates youth formula funds to the LWDBs, which must be used to provide youth program services to eligible youth. The youth program provider must determine what specific program services will be provided to each youth based on the objective assessment and individual service strategy. Availability and implementation of each element may vary in each LWDB depending on the framework design. Local programs may leverage partner resources to provide some of the readily available program elements, however the LWDB must ensure that the program element is closely connected and coordinated with the ARIZONA@WORK youth program. LWDBs are monitored annually to ensure the 14 elements are made available to youth.

The LWDBs must design the framework of youth services to ensure the required program elements support youth in the attainment of a high school diploma or its recognized equivalent, entry into postsecondary education to obtain a federally recognized credential, and career readiness for entry into employment. The 14 program elements, as described in TEGL 21-16, must be provided by each LWDB or a community partner organization. Arizona's Apprenticeship Office will continue its coordination with ADE's CTE program to develop pre-apprenticeship opportunities, including for youth enrolled in ARIZONA@WORK.

4. PROVIDE THE LANGUAGE CONTAINED IN THE STATE POLICY FOR "REQUIRING ADDITIONAL ASSISTANCE TO ENTER OR COMPLETE AN EDUCATIONAL PROGRAM, OR TO SECURE AND HOLD EMPLOYMENT" CRITERION FOR OUT-OF-SCHOOL YOUTH SPECIFIED IN WIOA SECTION 129(A)(1)(B)(III)(VIII) AND FOR "REQUIRING ADDITIONAL ASSISTANCE TO COMPLETE AN EDUCATION PROGRAM, OR TO SECURE AND HOLD EMPLOYMENT" CRITERION FOR IN-SCHOOL YOUTH SPECIFIED IN WIOA SECTION 129(A)(1)(C)(IV)(VII). IF THE STATE DOES NOT HAVE A POLICY, DESCRIBE HOW THE STATE WILL ENSURE THAT LOCAL AREAS WILL HAVE A POLICY FOR THESE CRITERIA.

Arizona is a large state with diverse needs affected by geographic and cultural conditions. Flexibility for LWDBs is required to ensure that service delivery is adapted to local needs. WIOA Title I-B Section 200: Youth Program Policy requires each LWDB to define the eligibility criteria

“requires additional assistance to complete an educational program or to secure or hold employment” in the LWDB’s local plan and in local policies. DES reviews local plans at a minimum every two years, to ensure required youth elements are included, and makes recommendations to the Council for approval of the local plans.

5. INCLUDE THE STATE DEFINITION, AS DEFINED IN LAW, FOR NOT ATTENDING SCHOOL AND ATTENDING SCHOOL AS SPECIFIED IN WIOA SECTION 129(A)(1)(B)(I) AND SECTION 129(A)(1)(C)(I). IF STATE LAW DOES NOT DEFINE “NOT ATTENDING SCHOOL” OR “ATTENDING SCHOOL,” INDICATE THAT IS THE CASE AND PROVIDE THE STATE POLICY FOR DETERMINING WHETHER A YOUTH IS ATTENDING OR NOT ATTENDING SCHOOL.

The Arizona Revised Statute 15–802 requires every child between the ages of 6 and 16 years to attend school and be provided instruction in at least the subjects of reading, grammar, mathematics, social studies and science. The person who has custody of the child shall choose a public, private, or charter school or homeschool, as defined in Arizona Revised Statutes 15–802G, to provide instruction, or shall sign a contract to participate in an Arizona Empowerment Scholarship Account pursuant to section 15–2402. For WIOA purposes, attending school applies to both secondary and postsecondary school. Individuals who are participating in Adult Education programs, Job Corps and YouthBuild are not considered to be attending school.

6. IF USING THE BASIC SKILLS DEFICIENT DEFINITION CONTAINED IN WIOA SECTION 3(5)(B), INCLUDE THE STATE DEFINITION WHICH MUST FURTHER DEFINE HOW TO DETERMINE IF AN INDIVIDUAL IS UNABLE TO COMPUTE OR SOLVE PROBLEMS, OR READ, WRITE, OR SPEAK ENGLISH, AT A LEVEL NECESSARY TO FUNCTION ON THE JOB, IN THE INDIVIDUAL’S FAMILY, OR IN SOCIETY. IF NOT USING THE PORTION OF THE DEFINITION CONTAINED IN WIOA SECTION 3(5)(B), INDICATE THAT IS THE CASE.

The Arizona WIOA Title I–B Policy Manual, Section 200: Youth Program, specifies that youth are considered basic skills deficient if they perform either of the following at or below an 8.9 grade level using a state–approved standardized test: (1) computes or solves math problems; or (2) reads, writes, or speaks English.

In addition, a youth is considered basic skills deficient if unable to compute or solve problems, or if unable to read, write or speak English at a level necessary to function on a job, in the individual’s family, or in society, as determined in local policy. Acceptable verification and documentation for youth of basic skills deficiency includes school records or current acceptable assessment test results. Please see PB 19-026 for most current assessment test.

[https://des.az.gov/sites/default/files/media/pb\\_19\\_026\\_8\\_12\\_19\\_basic\\_skills\\_assessments.pdf](https://des.az.gov/sites/default/files/media/pb_19_026_8_12_19_basic_skills_assessments.pdf)

#### D. SINGLE-AREA STATE REQUIREMENTS

1. ANY COMMENTS FROM THE PUBLIC COMMENT PERIOD THAT REPRESENT DISAGREEMENT WITH THE PLAN. (WIOA SECTION 108(D)(3).)
2. THE ENTITY RESPONSIBLE FOR THE DISBURSAL OF GRANT FUNDS, AS DETERMINED BY THE GOVERNOR, IF DIFFERENT FROM THAT FOR THE STATE. (WIOA SECTION 108(B)(15).)
3. A DESCRIPTION OF THE TYPE AND AVAILABILITY OF WIOA TITLE I YOUTH ACTIVITIES AND SUCCESSFUL MODELS, INCLUDING FOR YOUTH WITH DISABILITIES. (WIOA SECTION 108(B)(9).)

Arizona is not a single–area state.



4. A DESCRIPTION OF THE ROLES AND RESOURCE CONTRIBUTIONS OF THE ONE-STOP PARTNERS.

Arizona is not a single-area state.

5. THE COMPETITIVE PROCESS USED TO AWARD THE SUBGRANTS AND CONTRACTS FOR TITLE I ACTIVITIES.

Arizona is not a single-area state.

6. HOW TRAINING SERVICES OUTLINED IN SECTION 134 WILL BE PROVIDED THROUGH INDIVIDUAL TRAINING ACCOUNTS AND/OR THROUGH CONTRACTS, AND HOW SUCH TRAINING APPROACHES WILL BE COORDINATED. DESCRIBE HOW THE STATE WILL MEET INFORMED CUSTOMER CHOICE REQUIREMENTS REGARDLESS OF TRAINING APPROACH.

Arizona is not a single-area state.

7. HOW THE STATE BOARD, IN FULFILLING LOCAL BOARD FUNCTIONS, WILL COORDINATE TITLE I ACTIVITIES WITH THOSE ACTIVITIES UNDER TITLE II. DESCRIBE HOW THE STATE BOARD WILL CARRY OUT THE REVIEW OF LOCAL APPLICATIONS SUBMITTED UNDER TITLE II CONSISTENT WITH WIOA SECS. 107(D)(11)(A) AND (B)(I) AND WIOA SEC. 232.

Arizona is not a single-area state.

8. COPIES OF EXECUTED COOPERATIVE AGREEMENTS WHICH DEFINE HOW ALL LOCAL SERVICE PROVIDERS WILL CARRY OUT THE REQUIREMENTS FOR INTEGRATION OF AND ACCESS TO THE ENTIRE SET OF SERVICES AVAILABLE IN THE ONE-STOP DELIVERY SYSTEM, INCLUDING COOPERATIVE AGREEMENTS WITH ENTITIES ADMINISTERING REHABILITATION ACT PROGRAMS AND SERVICES.

Arizona is not a single-area state.

E. WAIVER REQUESTS (OPTIONAL)

For PYs 2020 to 2023, Arizona requests an extension to the current, approved waiver of the requirement (20 CFR § 681.550) that Individual Training Accounts (ITAs) are only available to Out-of-School Youth enrolled in the WIOA Title I-B Youth Program. The current waiver was granted by the DOL on November 14, 2019.

This waiver enables In-School Youth ages 18 to 21 to use an ITA to purchase training services from training providers listed on ETPL, allowing Arizona to continue serving In-School Youth preparing to graduate high school and supporting their goal of entry into postsecondary education. This waiver encourages Youth Service Providers to continue supporting In-School Youth with postsecondary education and training activities allowing these youth to obtain industry-recognized credentials required for employment. It also helps with the recruitment of In-School Youth for enrollment into WIOA Title I-B Youth Program, expands the menu of services available to In-school youth enrolled in the WIOA Title I-B Youth Program, and increases consumer choice by the allowing In-School Youth to choose any of the training programs listed on Arizona's ETPL. Without the waiver, In-School Youth will be limited to occupational skills training programs that are procured for youth. The waiver also allows Arizona to assist In-School youth already enrolled in postsecondary education by providing ITAs to assist paying for tuition and education-related expenses and fees. This allows the In-School Youth to complete their training program, provided the training program is listed on the ETPL. Arizona requests an extension of this waiver to allow LWDB within the State sufficient

time to utilize the waiver and assess the outcomes of In-School Youth utilizing an ITA to pursue postsecondary education and training activities.

Arizona served 2,444 Out-of-School Youth and 326 In-School Youth in PY 2018. In PY18, Arizona spent \$10,443,244 on Out-of-School Youth and \$1,836,914 on In-School Youth, maintaining the required 75 percent of expenditures on Out-of-School Youth. Arizona continues its focus to serve Out-of-School Youth with the goal of increasing outcomes and increasing the number of Out-of-School Youth applying for and receiving WIOA Title I-B Youth Program services and increasing awareness by building partnerships with organizations and programs that serve Out-of-School Youth.

In preparing job seekers, as outlined in Goal #3 of the Arizona Unified State Workforce Development Plan for PYs 2020 to 2023, training opportunities must be available to both Out-of-School and In-School Youth.

1. *The statutory and/or regulatory requirements the State would like to waive:*

Arizona requests approval to waive the requirement under 20 CFR § 681.550 allowing use of ITAs to only Out-of-School Youth for attending training programs on the ETPL. Arizona requests ITAs also be available to In-School Youth so they may attend training programs on the ETPL.

2. *Actions the State has undertaken to remove State or local barriers:*

N/A

3. *State the strategic goal(s) and DOL priorities (i.e. expansion of apprenticeship, improved employer engagement, etc.) supported by the waiver:*

The waiver will support the implementation of the State Plan by:

1. Supporting Goal 3; prepare job seekers, as defined in Arizona's Unified Workforce Development Plan for PYs 2020 to 2023, The State Plan specifies that supporting participants as early as possible to obtain core employment and basic skills services is one of Arizona's current strengths. By extending this waiver, Arizona will continue to assist youth in obtaining industry-recognized credentials that lead to employment.
2. Encouraging transition of youth to postsecondary education and supporting entry into career pathways, including those with low skill levels.
3. Encouraging Youth Service Providers to serve and support In-School Youth already enrolled in postsecondary education by issuing an ITA to assist with costs of the training program, therefore improving success in completion of the training program.

4. *Projected programmatic outcomes resulting from implementation of the waiver:*

It is anticipated that more In-School Youth will obtain industry-recognized credentials as the result of gaining access to training programs listed on the ETPL. The WIOA Title I-B Youth Program's performance is expected to increase due to the state's Credential Attainment Rate. The current waiver was approved by DOL in November 2019, and the State intends to continue collecting and monitoring data to determine the outcomes of the waiver implementation.

5. *DOL Policy Priorities*

This waiver request aligns with DOL policy priority for increasing the number of youth who transition into postsecondary education. The waiver supports DOL's commitment to providing

high quality services for youth, including opportunities for skills training for in-demand industries and occupations that result in employment, enrollment in postsecondary education, and/or registered apprenticeships.

6. *Individuals, groups, or populations benefitting from the waiver:*

1. In-School Youth are supported during their transition from secondary education into postsecondary education. By issuing ITAs, youth may receive financial assistance to attend training listed on Arizona's ETPL, earn industry-recognized credentials, and become employed in jobs on a career pathway.
2. In-School Youth already attending postsecondary education are supported to ensure completion of their training programs, to obtain industry-recognized credentials, and to become employed in jobs on a career pathway.
3. In-School Youth benefit from increased consumer choice as Arizona's ETPL currently includes over 1,200 training programs in PY 2018. The ETPL also provides information regarding the related occupation, expected entry-level wage, training program cost, and training program performance information allowing youth to make an informed choice regarding their training options.

7. *How the State plans to monitor waiver implementation, including collection of waiver outcome information:*

1. Arizona will continue to monitor spending levels for Out-of-School Youth ensuring at least 75 percent of WIOA Title I-B Youth funds are spent on Out-of-School Youth.
2. Arizona will continue to monitor ITAs issued to In-School and Out-of-School Youth to ensure they are used for attending training programs listed on the ETPL.
3. Arizona provides technical assistance for reengaging Out-of-School Youth and increasing enrollment with the LWDBs.

8. *Assurance of State posting of the request for public comment and notification to affected local workforce development boards:*

This request for a waiver was posted online on the ARIZONA@WORK website from February 4 to 11, 2020 and disseminated via e-mail to ARIZONA@WORK partners, including LWDBs, with an opportunity to comment on the request.

TITLE I-B ASSURANCES

The State Plan must include	Include
1. The State has implemented a policy to ensure Adult program funds provide a priority in the delivery of training services and individualized career services to individuals who are low income, public assistance recipients and basic skills deficient;	Yes
2. The State has implemented a policy to ensure local areas have a process in place for referring veterans with significant barriers to employment to career services provided by the JVSG program's Disabled Veterans' Outreach Program (DVOP) specialist;	Yes
3. The State established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members;	Yes

The State Plan must include	Include
4. The State established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years in accordance with WIOA section 107(c)(2);	Yes
5. Where an alternative entity takes the place of a State Board, the State has written policy and procedures to ensure the alternative entity meets the definition under WIOA section 101(e) and the legal requirements for membership;	Yes
6. The State established a written policy and procedure for how the individuals and entities represented on the State Workforce Development Board help to determine the methods and factors of distribution, and how the State consults with chief elected officials in local areas throughout the State in determining the distributions;	Yes
7. The State will not use funds received under WIOA Title I to assist, promote, or deter union organizing in accordance with WIOA section 181(b)(7);	Yes
8. The State distributes adult and youth funds received under WIOA equitably throughout the State, and no local area suffers significant shifts in funding from year-to-year during the period covered by this plan;	Yes
9. If a State Workforce Development Board, department, or agency administers State laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services, Adult and Dislocated Worker programs and Youth Programs under Title I;	Yes
10. The State agrees to report on the impact and outcomes of its approved waivers in its WIOA Annual Report.	Yes
11. The State has taken appropriate action to secure compliance with the Uniform Guidance at 2 CFR 200 and 2 CFR 2900, including that the State will annually monitor local areas to ensure compliance and otherwise take appropriate action to secure compliance with the Uniform Guidance under section WIOA 184(a)(3);	Yes

#### ADULT PROGRAM PERFORMANCE INDICATORS

Performance Indicators	PY 2020 Expected Level	PY 2020 Negotiated Level	PY 2021 Expected Level	PY 2021 Negotiated Level
Employment (Second Quarter After Exit)	70.9%	71.4%	71.9%	71.4%
Employment (Fourth Quarter After Exit)	67.0%	67.5%	68.0%	67.5%
Median Earnings (Second Quarter After Exit)	\$6,000	\$6,500	\$6,100	\$6,500
Credential Attainment Rate	74.3%	74.8%	75.3%	74.8%
Measurable Skill Gains	59.2%	59.2%	60.0%	59.2%
Effectiveness in Serving Employers	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>

*“Effectiveness in Serving Employers” is still being piloted and this data will not be entered for 2020 State Plans.*

#### DISLOCATED PROGRAM PERFORMANCE INDICATORS

Performance Indicators	PY 2020 Expected Level	PY 2020 Negotiated Level	PY 2021 Expected Level	PY 2021 Negotiated Level
Employment (Second Quarter After Exit)	78.4%	78.0%	79.4%	78.0%
Employment (Fourth Quarter After Exit)	72.7%	73.2%	73.7%	73.2%
Median Earnings (Second Quarter After Exit)	\$8,646	\$8,646	\$8,700	\$8,646
Credential Attainment Rate	72.3%	72.8%	73.3%	72.8%
Measurable Skill Gains	48.5%	50.0%	49.5%	50.0%
Effectiveness in Serving Employers	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>

1

*“Effectiveness in Serving Employers” is still being piloted and this data will not be entered for 2020 State Plans.*

#### YOUTH PROGRAM PERFORMANCE INDICATORS

Performance Indicators	PY 2020 Expected Level	PY 2020 Negotiated Level	PY 2021 Expected Level	PY 2021 Negotiated Level
Employment (Second Quarter After Exit)	71.7%	75.0%	72.7%	75.0%
Employment (Fourth Quarter After Exit)	66.5%	67.0%	67.5%	67.0%
Median Earnings (Second Quarter After Exit)	\$4,501	\$4,500	\$4,504	\$4,500
Credential Attainment Rate	51.6%	54.0%	52.6%	54.0%
Measurable Skill Gains	52.3%	52.8%	53.3%	52.8%
Effectiveness in Serving Employers	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>

1

*“Effectiveness in Serving Employers” is still being piloted and this data will not be entered for 2020 State Plans.*

## PROGRAM-SPECIFIC REQUIREMENTS FOR WAGNER-PEYSER PROGRAM (EMPLOYMENT SERVICES)

### A. EMPLOYMENT SERVICE STAFF

#### 1. DESCRIBE HOW THE STATE WILL STAFF THE PROVISION OF LABOR EXCHANGE SERVICES UNDER THE WAGNER-PEYSER ACT, SUCH AS THROUGH STATE EMPLOYEES, INCLUDING BUT NOT LIMITED TO STATE MERIT STAFF EMPLOYEES, STAFF OF A SUBRECIPIENT, OR SOME COMBINATION THEREOF.

As Arizona reviews the flexibility provided under the Wagner-Peyser Act Staffing Flexibility final rule, the State will continue to utilize state merit staff to provide labor exchange services. If Arizona decides to make a change to staffing, it will be communicated to DOL via an amendment to Arizona's Unified State Plan.

#### 2. DESCRIBE HOW THE STATE WILL UTILIZE PROFESSIONAL DEVELOPMENT ACTIVITIES FOR EMPLOYMENT SERVICE STAFF TO ENSURE STAFF IS ABLE TO PROVIDE HIGH QUALITY SERVICES TO BOTH JOBSEEKERS AND EMPLOYERS

The professional development provided to new Employment Services (ES) staff and BSR consists of new employee orientation, onboarding basic skills training and periodic continuing education classes on an as needed basis, to ensure staff is prepared and able to provide high-quality services to both job seekers and employers. Weekly reflection meetings are held to discuss metrics, roadblocks, engage team problem solving and discuss best practices. Staff performance is monitored regularly, and managers/supervisors may require additional staff development activities through classroom instruction, webinars, and one-on-one training, as needed.

ES and BSR training includes topics such as: an introduction to ARIZONA@WORK Core programs; career exploration; how to conduct a job search; customer service, and how to use the data system of record, [www.arizonajobconnection.com](http://www.arizonajobconnection.com). In addition, staff are offered the opportunity to participate in continuing education by incorporating workforce development related LinkedIn Learning courses into their personal development plan. This targeted training through LinkedIn Learning focuses on areas of professional development that enhance their ability to provide better services to job seekers. Staff also have the opportunity to pursue targeted training in order to obtain national recognized Workforce Development Certifications.

BSRs additionally have the following opportunities to discuss subjects, including career pathways, labor market information, current industry needs and employer projects, and other items relevant to the current economy (i) monthly in-person meetings to encourage best practices, employer programs, and employer projects to be shared with the entire team; (ii) monthly regional meetings that include training on pertinent information to the specific region; (iii) training to keep the team armed with the most current employer program information or initiatives for employers from executive leadership or the Governor's Office; (iv) provide technical assistance to all business service teams throughout ARIZONA@WORK partners to work together and prevent duplication; and (v) the opportunity to attend training to learn about the value of hiring veterans, individuals with disabilities or who are justice-involved to bring awareness to employers.

#### 3. DESCRIBE STRATEGIES DEVELOPED TO SUPPORT TRAINING AND AWARENESS ACROSS CORE PROGRAMS AND THE UNEMPLOYMENT INSURANCE (UI) PROGRAM AND THE TRAINING

## PROVIDED FOR EMPLOYMENT SERVICES AND WIOA STAFF ON IDENTIFICATION OF UI ELIGIBILITY ISSUES AND REFERRAL TO UI STAFF FOR ADJUDICATION

In 2017, the ES staff and the UI Benefits Program staff were integrated under one Administration. This strategic alignment provides for increased collaboration and learning across programs. One component in the overall strategy is to cross train all UI and ES staff in basic competencies of each other's program allowing ES staff to provide basic information about UI to job seekers and provide better service to UI claimants seeking assistance at the American Job Centers. ES staff provide UI program information to claimants and address UI eligibility issues while UI Call Center staff are able to refer and educate claimants on the ARIZONA@WORK system to assist UI claimants with their job search activities.

In order to ensure ARIZONA@WORK partners in each job center have the UI support they need, UI supervisors are assigned as Point of Contact representatives for each center with ES staff across the state. The support provides consistent communication to claim information, issue clarification, and resolution of issues more efficiently. The UI management team and trainers also provide UI informational sessions to ARIZONA@WORK core partners across the state.

### B. EXPLAIN HOW THE STATE WILL PROVIDE INFORMATION AND MEANINGFUL ASSISTANCE TO INDIVIDUALS REQUESTING ASSISTANCE IN FILING A CLAIM FOR UNEMPLOYMENT COMPENSATION THROUGH ONE-STOP CENTERS, AS REQUIRED BY WIOA AS A CAREER SERVICE

All aspects of filing a claim for unemployment compensation, including checking the status of an existing claim, is facilitated through the state's web-based portal found at [www.azui.com](http://www.azui.com).

ARIZONA@WORK Job Centers have resource rooms equipped with computers for customers to use. Individuals without access to a computer, or those needing additional assistance, utilize these resources and are provided assistance at any comprehensive ARIZONA@WORK Job Center or ARIZONA@WORK affiliate office. All ES staff are cross trained in basic UI functions, have the ability to provide meaningful and knowledgeable assistance, and assist customers with general computer and unemployment application questions. ARIZONA@WORK Job Centers are also equipped with telephones that customers may use to contact the UI Call Center for additional information, initial claims questions, and assistance.

### C. DESCRIBE THE STATE'S STRATEGY FOR PROVIDING REEMPLOYMENT ASSISTANCE TO UI CLAIMANTS AND OTHER UNEMPLOYED INDIVIDUALS

In Arizona, all UI claimants are registered as job seekers in the Title I and III data system of record, AJC, within 24 hours of filing for unemployment benefits through an automated interface between the unemployment compensation system and AJC. Each night, new reemployment assistance claimant information is sent to AJC where a basic registration is created. This includes the client's email address, if supplied, demographics, and basic work history, and all UI claimants are required to complete a full registration in AJC once their UI is approved.

The integration of the UI Benefits Program and ES created efficiencies within the RESEA Program, providing more capacity to serve all RESEA claimants profiled as most likely to exhaust their benefits. Those strategies include reducing the "no show" rate of scheduled RESEA appointments and evaluating service delivery processes by analyzing key performance indicators. The RESEA program is provided in 31 offices statewide with additional focus on providing virtual services in rural areas of the state. Claimants receive educational information

in their UI packet about reemployment services through ARIZONA@WORK and receive targeted email notices promoting job opportunities and hiring events in their area.

**D. DESCRIBE HOW THE STATE WILL USE W-P FUNDS TO SUPPORT UI CLAIMANTS, AND THE COMMUNICATION BETWEEN W-P AND UI, AS APPROPRIATE INCLUDING THE FOLLOWING:**

ES staff is equipped to efficiently and effectively respond to the needs of UI claimants with services available through commonly branded ARIZONA@WORK Job Centers. ES staff provide a variety of labor exchange services to prepare UI claimants in all aspects of job readiness, such as job referral and placement assistance. The integration of UI and ES allows strategic coordination to educate, promote, and offer labor exchange services to all UI claimants while providing ongoing efforts to engage UI claimants with virtual services to assist in their reemployment efforts. The strategic alignment of UI and ES also allows for cross program huddle/reflection meetings and problem solving to continuously improve the reemployment services provided to all UI claimants.

ARIZONA@WORK requires registration of all individuals approved for UI benefits, which is generated for each UI claimant based on the information provided during initial filing of an UI claim. The current process addresses situations where a registration cannot be completed in AJC, at which time, a notice is sent to the claimant with instructions on how to complete and activate the AJC registration in order to prevent delayed or denied UI benefits due to registration.

ES staff administers the UI work test as required by § 7(a)(3)(F) of the Wagner–Peyser Act and conducts eligibility reviews for UI claimants. ES staff ensures claimants are engaging in systematic and sustained efforts to obtain work, by reviewing work search contacts, and documenting any potential issues in the UI data system, GUIDE, and reported to UI Benefits.

The ARIZONA@WORK system includes comprehensive job centers across the state where ES is co-located with WIOA Titles I–B and IV staff. ES staff complete job readiness assessments for job seekers and make referrals for training and education to other ARIZONA@WORK and local partners, as appropriate. An internal referral process for training and education programs and resources are implemented at all ARIZONA@WORK comprehensive job centers. Additionally, AJC referral process is also used at ARIZONA@WORK affiliate job centers.

**E. AGRICULTURAL OUTREACH PLAN (AOP). EACH STATE AGENCY MUST DEVELOP AN AOP EVERY FOUR YEARS AS PART OF THE UNIFIED OR COMBINED STATE PLAN REQUIRED UNDER SECTIONS 102 OR 103 OF WIOA. THE AOP MUST INCLUDE AN ASSESSMENT OF NEED. AN ASSESSMENT NEED DESCRIBES THE UNIQUE NEEDS OF FARMWORKERS IN THE AREA BASED ON PAST AND PROJECTED AGRICULTURAL AND FARMWORKER ACTIVITY IN THE STATE. SUCH NEEDS MAY INCLUDE BUT ARE NOT LIMITED TO: EMPLOYMENT, TRAINING, AND HOUSING.**

**1. ASSESSMENT OF NEED. PROVIDE AN ASSESSMENT OF THE UNIQUE NEEDS OF FARMWORKERS IN THE AREA BASED ON PAST AND PROJECTED AGRICULTURAL AND FARMWORKER ACTIVITY IN THE STATE. SUCH NEEDS MAY INCLUDE BUT ARE NOT LIMITED TO: EMPLOYMENT, TRAINING, AND HOUSING.**

Arizona's Agricultural Outreach Plan includes a variety of strategies to ensure that the full range of employment and training programs and services, delivered through the ARIZONA@WORK system, are accessible and meet the needs of MSFWs. The MSFW program, within Arizona's State Workforce Agency (SWA) - DES, will provide services through commonly branded ARIZONA@WORK Job Centers to assist MSFWs and English Language Learners (ELL)



individuals to make career and labor market decisions, receive support service referrals to local providers, and identify opportunities to improve their lives. WIOA principles will be utilized to enhance service delivery to the MSFW population statewide through the ability to tailor services in the LWDA with partners who are able to provide services and meet the needs of this population. Service delivery to MSFWs will be consistent with 20 CFR § 653.107, WIOA Title I final regulations, and applicable WIOA workforce development strategies. Program performance will be monitored continuously to ensure that outreach and program services are conducted in accordance with Federal program mandates for services to MSFWs that is qualitatively equivalent and quantitatively proportionate to services provided to other categories of workers. LWDBs will develop local plans to include how MSFWs will be served to ensure their needs are being met.

2. AN ASSESSMENT OF THE AGRICULTURAL ACTIVITY IN THE STATE MEANS: 1) IDENTIFYING THE TOP FIVE LABOR-INTENSIVE CROPS, THE MONTHS OF HEAVY ACTIVITY, AND THE GEOGRAPHIC AREA OF PRIME ACTIVITY; 2) SUMMARIZE THE AGRICULTURAL EMPLOYERS' NEEDS IN THE STATE (I.E. ARE THEY PREDOMINANTLY HIRING LOCAL OR FOREIGN WORKERS, ARE THEY EXPRESSING THAT THERE IS A SCARCITY IN THE AGRICULTURAL WORKFORCE); AND 3) IDENTIFYING ANY ECONOMIC, NATURAL, OR OTHER FACTORS THAT ARE AFFECTING AGRICULTURE IN THE STATE OR ANY PROJECTED FACTORS THAT WILL AFFECT AGRICULTURE IN THE STATE

**1. The top five labor-intensive crops, the months of heavy activity, and the geographic area of prime activity.**

The top five labor-intensive crops in Arizona include broccoli, cauliflower, lettuce, celery, and cabbage. Typically crop harvest or peak season and the ability to grow certain crops varies on the climate. Northern Arizona has a colder climate than Southern Arizona. January to March is peak crop harvest season for broccoli, cabbage, carrots and celery in both regions. April to June is characterized by sweet corn and tomatoes in the North and squash, onions, cucumbers, and apricots in the South. July to September is peak season for melons, peaches, and sweet corn in the North and apples, dates, and figs in the South. Yuma County, in the western part of the state, is built around agriculture, and lettuce and most other vegetables are primarily harvested here during the last quarter of the calendar year. The "Guide to Arizona Agriculture" by the Arizona Department of Agriculture was used to reference the peak harvest months.

**2. Summarize the agricultural employers' needs in the State.**

In recent years, there has been a steady increase of H-2A clearance orders submitted to the SWA for foreign labor and the quantity of H-2A workers that agricultural employers are requesting. In Arizona, agricultural employers are very concerned about the lack of US domestic workers in the State. Employers believe there are several factors that are contributing to a lack of domestic workers, and they cite an aging workforce that is not being replenished by younger workers as the primary factor. Currently most farmworkers in the State are seasonal farmworkers that work and live in Arizona year-round. However, as older domestic agriculture workers in the State continue to age out of the industry, there will be a statewide increase in the number H-2A work visas submitted to the SWA.

**3. Identify any economic, natural, or other factors that are affecting agriculture in the State of any projected factors that will affect agriculture in the State**

Growers' share concerns over the effect that water shortages in Arizona have had on crops, as well as a noticeable trend of migrant seasonal workers not returning to work the following season.

3. AN ASSESSMENT OF THE UNIQUE NEEDS OF FARMWORKERS MEANS SUMMARIZING MIGRANT AND SEASONAL FARM WORKER (MSFW) CHARACTERISTICS (INCLUDING IF THEY ARE PREDOMINANTLY FROM CERTAIN COUNTRIES, WHAT LANGUAGE(S) THEY SPEAK, THE APPROXIMATE NUMBER OF MSFWs IN THE STATE DURING PEAK SEASON AND DURING LOW SEASON, AND WHETHER THEY TEND TO BE MIGRANT, SEASONAL, OR YEAR-ROUND FARMWORKERS). THIS INFORMATION MUST TAKE INTO ACCOUNT DATA SUPPLIED BY WIOA SECTION 167 NATIONAL FARMWORKER JOBS PROGRAM (NFJP) GRANTEES, OTHER MSFW ORGANIZATIONS, EMPLOYER ORGANIZATIONS, AND STATE AND/OR FEDERAL AGENCY DATA SOURCES SUCH AS THE U.S. DEPARTMENT OF AGRICULTURE AND THE U.S. DEPARTMENT OF LABOR (DOL) EMPLOYMENT AND TRAINING ADMINISTRATION

Data indicates that migrant farmworkers in Arizona are primarily from Mexico, Peru, Guatemala, and El Salvador. The primary languages spoken by migrant farmworkers include various dialects derived from Mesoamerican languages spoken in southern Mexico and Central America, Spanish, and English. The dialects most commonly used by farmworkers in Arizona are Arawakan (Peru), Nahuatl (Central Mexico) Mixtec, and Zapotec (Southern Mexico and Oaxaca). During peak season, there are approximately 61,233 MSFWs in Arizona and as few as 23,268 MSFWs during non-peak season.

The estimated population of MSFWs in Arizona is approximately 127,676, including dependents, and is based on the most recent "Agricultural Profile of Arizona" released by the National Center for Farmworker Health in May 2014. Arizona farm labor estimates indicate 61,233 total workers, broken down into sub-groups as follows:

- 14,988 migrant workers
- 39,890 seasonal workers
- 6,355 livestock workers

This population estimate reflects input received from the U.S. Department of Agriculture, DOL, U.S. Department of Education, U.S. Department of Health and Human Services, and Reference USA. Many organizations and government agencies that work with the MSFW population use such enumeration report data in providing services, planning, policy setting, health care support, regulatory assistance, identification of underserved areas, agricultural production, determining whether resources are appropriate to the need, and many other areas. The National Center for Farmworker Health report is used by several agencies to estimate and plan for services to the farmworker population in Arizona. To ensure the most current population data is considered, the SWA will collaborate with other MSFW service providers and partner entities in a coordinated effort to continue to capture current information to track this population. Study updates will include information on individuals engaged in field and orchard agriculture, food processing, and horticultural specialties, and will assess the make-up of animal agriculture. Updated results will be considered to make changes as necessary to the Agricultural Outreach Plan.

Seasonal and migrant farmworkers are identified, coded, tracked and referenced in service reports for the purpose of meeting compliance with Federal program requirements. Farm Labor Contractors and Farm Labor Contractor Employees, i.e., crew leaders and field foremen/supervisors, employed seasonally by more than one agricultural producer, will be

coded as migrant and/or seasonal farmworkers, and services provided to them will contribute to the attainment of program indicators of compliance. The SWA will focus its efforts to identify and provide services to migrant farmworkers and agricultural employers. Migrant farmworkers have a greater need for support services when they migrate to areas where they are not familiar with potential services and resources, while agricultural employers face concern over scarcity of farmworkers due to lack of US domestic applicants, need for immigration policy change, and immediate improvement to legislation and regulations impacting the agricultural industry.

Arizona engages MSFW service providers to identify and address needs, explore solutions, and collaborate to remove barriers to improve living and working conditions. The SWA recognizes that farmworkers possess specific needs and face certain barriers that result from cultural, educational, linguistic, scheduling, logistic, and other dynamics that are inherent to that population.

Farmworker needs include, but are not limited to the following:

- Timely labor market information to facilitate planning for continuous employment;
- Occupational guidance and training to maintain a job or transition into a different occupation or industry;
- Transportation to seek employment or supportive services;
- Affordable and adequate housing;
- Information from various jurisdictions on labor laws and worker rights, protections, and responsibilities;
- Supportive services to enable MSFWs to obtain and maintain employment;
- Fair and equitable conditions and supervision from trained and committed field foremen, supervisors and farm labor contractors;
- Fair and equitable pay that includes health benefits; this is a necessity for the laborers, as well as for the safety of our nation's food supply and reducing health and public assistance cost; and
- Pesticide and heat stress prevention training.

Barriers that confront farmworkers include, but are not limited to the following:

- Decreased demand for a farmworker labor force due to innovations in automated farming, agricultural technology, and application of chemical herbicides;
- Urban sprawl resulting in farmworker job displacement without corresponding assistance for reemployment;
- Lack of timely, reliable data and information pertinent to intrastate and interstate job openings and supportive services;
- Provider service delivery hours of operation that conflict with MSFWs work schedules;
- Lack of transportation, limiting access to jobs and supportive services;
- Limited employment opportunities in rural areas, and increased competition for entry-level jobs;

- Underemployment or unemployment due to limited literacy education, LEP skills, and lack of non– agricultural job experience;
- Limited participation in support programs due to lack of understanding of eligibility and other factors, such as impact on immigration status for having utilized certain services;
- Lack of full–time, year–round work, combined with low wages, that relegates MSFWs to living below the poverty line;
- Competition from undocumented workers who work for less pay and substandard living and working conditions;
- Competition from intrastate and interstate farm labor contractors who follow migrant streams accompanied by their own farmworker crews;
- Limited educational opportunities for MSFWs and English Language Learner individuals;
- Lack of knowledge with respect to automation (phones and computers), resulting in increasing challenges to access information, services, and benefits;
- Stigma associated with working/living a seasonal lifestyle in conjunction with crop seasons (Non– Agricultural employers expect seasonal farmworkers to quit when the season starts again, and are, therefore, reluctant to hire them);
- Limited job search techniques/skills for finding jobs outside of agriculture; and
- Lack of understanding on the benefits of having a full–time, year–round job with benefits versus a seasonal job that may pay a higher per hour wage.

The Area Coordinator and State Director of Operations with National Farmworker Jobs Program (NFJP), Portable Practical Educational Preparation, Inc. (PPEP), assisted the SWA with gathering statistical data for an assessment of the needs of farmworkers in Arizona.

#### 4. OUTREACH ACTIVITIES

n/a

The State’s ability to connect with the MSFW population has become quite challenging in recent years because most farmworkers who visit ARIZONA@WORK Job Centers have come to file for Unemployment Insurance benefits or to report a situation that has occurred in their work environment. Arizona ensures that the same services that are available to the general public are also available to the MSFW population. To facilitate this, Outreach Workers and the SWA is committed to meeting with them wherever they meet and/or congregate. To facilitate this process, The SWA has incorporated the use of new technologies to assist the outreach teams in the field. New MSFW outreach policy will emphasize providing useful information to agricultural employers, ELL individuals, and MSFWs to enable them to exercise informed choices on accessing services through multiple physical and/or electronic entry–points. Outreach policy will afford staff the flexibility, time, tools, and training necessary to participate in joint ventures to identify and address dynamics that affect living and working conditions within farmworker communities.

Out of necessity, the MSFW Outreach Worker Unit has found new and creative ways in which to better connect with this special population. Outreach activities now include:

- A MOU with the NFJP Partner PEPP Amigo to maximize and co-coordinate outreach efforts throughout Arizona;
- A MOU with the Housing Authority of Yuma County to assist resident farmworkers via worker's rights workshops;
- Conducting H-2A worker orientations at the beginning of the season to provide information on workers' rights, Employment Services Complaint System, Employment Services, training assistance, and local support services;
- Attending the Migrant Farmworker Programs offered in some school systems to support the migrant population;
- Attending health and local community activities that draw farm workers;
- Collaborating with other organizations that serve the farm worker population;
- Working closely with the NFJP Partner PPEP;
- Posting informational flyers in laundromats, churches and stores where workers are known to congregate after work, and where farm worker family's shop;
- Setting up information tables at stores and events, when farm workers are waiting for pick-up or drop-off during workdays; and
- Attending job fairs and recruiting events.

Arizona will continue to explore and utilize new technology that provides access and mobility needed to work with this unique population. The HP Tablet and mobile printer equipment is part of the mobile tool set provided to enhance MSFW outreach specialist's efficiency and effectiveness to provide onsite service delivery to MSFWs and agricultural employers. Tablets allow MSFW Outreach Specialists to access electronic documents, guidelines, inspection checklists, and related material to conduct housing inspections and agricultural surveys. The mobile equipment has enabled staff to download program specific documents, complete, and print them as they conduct outreach and field visit inspections and/or interviews with agricultural employers and farm workers.

The new mobile process has also allowed for a smoother and timelier transition from the tablet to the state computer system. Employers and farm workers can sign required documents in the field. Mobile equipment has allowed for more timely, complete, and accurate documentation, including the capability of photos and/or audio-video recording of information pertinent to outreach and complaint/apparent violation related activities. Mobile hotspots provide the ability to perform job duties across the entire State. The equipment has afforded outreach staff the opportunity to download and print information of interest to farm workers, agricultural employers, and partner entities. This information includes, but is not limited to required posters; documents and Foreign Labor Certification (FLC) paperwork; complaint and apparent violation forms; resource directories; referral documents; job orders; etc. The new equipment saves time for staff who spend time in the field providing services to farm workers and employers.

Increased collaboration between the SWA and other organizations, such as the U.S. DOL Wage and Hour Division has provided trainings on the Migrant Seasonal Protection Act, field checks, and housing inspections. The Arizona Department of Agriculture (AZDA) and the U.S. Occupational Safety and Health Administration (OSHA), have provided increased opportunities

to offer technical assistance to outreach staff, such as training, conferences, and additional resources like the Arizona Interagency Farmworker Coalition (AIFC) Conference; and various trainings, including:

#### Sexual Harassment in the Fields

- Discrimination
- OSHA Compliance
- Apparent Violations
- Human Trafficking
- Food Safety
- Housing Inspections
- Pesticides
- Field Checks

#### Employment Service and Employment-Related Law Complaint System

In Arizona, Employment Services staff, MSFW outreach representatives, ES Complaint Representatives and the State Monitor Advocate work in conjunction with UI to cross train representatives to recognize UI related and MSFW complaint related issues to ensure a seamless referral and warm handoff to each other. The office of the SWA in San Luis, Arizona is a MSFW Significant office and the only UI walk-in site in Arizona.

Increased interstate collaboration will allow coordination with other states such as California, Idaho, Colorado, and Washington for technical assistance and guidance on best practices servicing the farm worker population.

The service goals projected for PY 2020 have been slightly increased due to the program's performance this past program year. Partner agencies dedicated to serving the MSFW population play a major part in the collaboration to assist this population. As barriers are identified, cross-referrals are made between agencies to meet the farm workers' needs. On a quarterly basis, partner agencies are reporting approximately 1,600 MSFWs contacted during outreach activities.

Outreach activities from partner agency connections include:

- Healthcare agencies
- Health and career fairs
- Training opportunities
- Community events
- Job Fairs and recruiting events
- Seminars

The SWA provides a wide variety of professional development training to staff and outreach workers designed to strengthen how staff obtain, retain, and apply knowledge, skills, and attitudes.

- **Customer Service Excellence:** Provides individuals with basic principles of customer service and demonstrates techniques and best practices to improve relationships among internal and external customers and stakeholders.
- **Dealing with Difficult Situations:** Prepares participants to utilize listening and communication skills when working with individuals who tend to be argumentative, passive, inconvenient and/or contradictory in the work environment.
- **De-Escalating Conflict:** Prepares participants to use skills and strategies to develop positive and meaningful relationships, identify their unique perspective and style of handling conflict, and explore practical ways to reduce and de-escalate work-place conflict.
- **Critical Thinking and Decision Making:** Helps participants improve their critical thinking and decision-making skills. The decision-making process, decision-making styles, ethical decision-making and problem-solving will be examined.
- **Bridging the Communication Gap:** Teaches participants to learn how to improve communication with team members through knowledge of perception, simple techniques for clear expectations, how to help others to produce quality work, and to de-escalate volatile situations.
- **Leadership foundation:** Designed to give new and aspiring leaders the foundation to build confidence, productivity, and the ability to get things done through other people. At the conclusion of this course, leaders will gain more insight into developing and mentoring their team, creating an engaging workplace, and developing their own leadership savvy.
- **Strengthening Communication Strategies:** Designed to improve communication skills, teamwork and customer satisfaction while decreasing interoffice conflicts.

The seven courses listed above along with a wide variety of other professional development curricula and a Personal Development Plan helps the SWA promote and implement the Arizona Management System principles and practices to develop people, establish and communicate accountability, and promote problem-solving throughout the administration, the Division and ARIZONA@WORK.

To better serve the farmworker community across Arizona, the SWA signed a mutually beneficial non-financial MOU with NFJP partner PEPP to work together to maximize our outreach efforts and reach those farmworkers who are not reached by conventional methods.

The purpose of the non-financial MOU is to:

- State the willingness to work cooperatively and expeditiously to assure maximum services to MSFWs in Arizona; and
- Combine the resources and knowledge of the SWA and NFJP partner PEPP more efficient service delivery.

Both parties agreed to the following responsibilities, which will enhance and facilitate the cooperative working relationship:

- Contact and make employment and training services available to MSFWs in Arizona.

- Ensure that information about services and the complaint system is available for dissemination to MSFWs in the language prevalent among the farmworker population in Arizona or specific areas (e.g., posters, pamphlets, media, workshops, etc.).
- Ensure that data gathered regarding MSFWs and LMI is shared for planning purposes.
- Develop cooperative efforts which are mutually beneficial in serving MSFWs, and to pursue avenues on how to avoid duplication of services and maximize effectiveness in meeting MSFW's needs.
- Request participation with the LWDBs in the service delivery area throughout the state and mutually ensure that services for the farmworker and NFJP monies are being provided in those communities.
- Ensure that both agencies' staff are offered and provided with the opportunity to participate in each other's workshops (e.g., job Search, LMI WIOA, Regulations, Outreach, etc.).
- Outreach workers from both agencies will meet at least quarterly to coordinate outreach activity. Duplication of services can be minimized and a maximum number of MSFWs can be contacted and served with coordinated efforts, including the following:
- MSFW outreach workers will distribute PPEP information about available training and services for education and employment opportunities;
- PPEP outreach workers will distribute ES informational pamphlets, UI, and Job Opportunities and Basic skills opportunities;
- PPEP outreach workers will promote filing of initial and continued UI claims via the [www.azui.com](http://www.azui.com) internet site;
- The MSFW outreach workers will distribute and make referrals to PPEP's High School Equivalency Program (GED) for MSFW adults;
- MSFW Outreach Program will be a referral entity for self-employment and micro-enterprise training programs; and
- ES outreach workers will distribute information and make referrals to PPEP TEC Charter High School serving MSFW.

To enhance the collaborative efforts, the MOU with NFJP partner PPEP will allow the SWA to train PPEP outreach workers to recognize employment related law, health and safety, wage and hour, and discrimination issues and refer any farmworkers that may be affected through a referral system developed by Yuma Private Industry Council (YPIC)[20] partners. The enhanced cooperation will give the SWA the ability to coordinate outreach activities with PPEP that will lead to an increase in the number of farm workers that we collectively reach.

[20] YPIC is also known as Yuma County ARIZONA@WORK.

## 5. SERVICES PROVIDED TO FARMWORKERS AND AGRICULTURAL EMPLOYERS THROUGH THE ONE-STOP DELIVERY SYSTEM

Employment Service staff in partnership with ARIZONA@WORK partners, will strive to meet or exceed federal program requirements with respect to MSFW program equity and minimum service level indicators of compliance. The Employment Service mission includes assisting agricultural and non-agricultural employers in recruitment efforts and in attaining and



maintaining compliance with laws and regulations impacting terms and conditions of employment in their business operations. Employment Service will focus on flexibility, customer choice, universal access and continuous improvement in developing services in commonly branded ARIZONA@WORK Job Centers to allow for self-service and staff-assisted services to MSFWs. DES/DERS will continue to develop strategic partnerships that will promote employer job orders, applicant talents, employment and training opportunities, and timely resolution of complaints, apparent violations, and other labor-related issues. Elements covered on an equitable and nondiscriminatory basis will include, but will not be limited to, MSFW benefits and protections, career guidance, vocational counseling, testing, job development, and job referral services. The SWA will adhere to guiding principles that ensure a system of service delivery that:

- Is individual and family driven;
- Is effectively integrated and coordinated;
- Protects the rights of families and individuals;
- Allows smooth transition between programs;
- Builds community capacity to serve families and individuals;
- Emphasizes prevention and early intervention;
- Respects clients, partners, and fellow employees;
- Is evaluated for outcomes;
- Is accessible, accountable, and comprehensive;
- Is culturally and linguistically appropriate and respectful; and
- Is strength-based and delivered in the least intrusive manner.

**1. How career and training services required under WIOA Title I will be provided to MSFWs through the one-stop centers:**

ARIZONA@WORK Job Centers in areas of need are fully multilingual and provide MSFW and ELL individuals with services including, but not limited to, assistance with the following:

- Full range of employment services, benefits, and protections;
- Utilizing job order information effectively;
- Staff-assisted activities and/or as requested or necessary when accessing self-assisted services via electronic technologies;
- Referrals to agricultural and non-agricultural jobs, training, and support services, as well as available testing, counseling, and other job development services;
- Basic information on labor rights, protections, and responsibilities with respect to terms and conditions of employment;
- Preparation and resolution of complaints on acts and/or omissions by Employment Service or other U.S. DOL funded programs;

- Preparation, acceptance, resolution, and/or referral of labor-related complaints and apparent violations in accordance with established policies and procedures;
- Referral of individual or family members to supportive services for which they may be eligible;
- Making appointments for individuals and families;
- Contact to follow-up as necessary and appropriate to provide supportive service and information to the maximum extent possible;
- Information on services available in local offices, and contact information on the nearest commonly branded ARIZONA@WORK Job Center, including PPEP/NFJP WIOA Section 167 program, or affiliated offices throughout the national Employment Service network;
- Resume preparation, information on how to post résumés on-line and how to conduct on-line job searches;
- Communicating between ELL individuals referred to jobs and employers;
- Utilization of Work Opportunity Tax Credit, subsidized employment resources, and other employer incentives to promote employment and job upgrades for MSFWs; and
- Connections to local agencies and resources that can assist with services needed, such as housing, medical, legal, emergency food boxes, immigration, etc.

Employment Service's progressive plan for service delivery to MSFWs is consistent with the U.S. DOL Employment and Training Administration program equity and minimum service delivery indicators of compliance requirements. The Unified State Plan places emphasis on strategies to collaborate and work with partners to ensure a seamless delivery of services for an improved and integrated ARIZONA@WORK system. The SWA works with NFJP partner PPEP, Inc. via a MOU to leverage our shared resources enhance opportunities for MSFWs through a non-discriminatory mode of service delivery that is qualitatively equivalent and quantitatively proportionate to services provided to non- MSFWs:

- PPEP, Inc.
- Adelante
- Arizona Department of Agriculture
- Arizona Department of Transportation
- Cochise Private Industry Council
- Campesinos Sin Fronteras
- Chicanos Por La Causa
- Census 2020
- City of Phoenix
- City of Yuma
- Equal Employment Opportunity Commission
- Goodwill of Central and Northern Arizona

- Housing Authority of Yuma County
- Mexican Consulate
- Occupational Safety and Health Administration
- Regional Center for Border Health
- ResCare Workforce Services
- Sunset Community Health Center
- US DOL Wage and Hour Division
- Yuma Private Industry Council

**1. How the State serves agricultural employers and how it intends to improve such services.**

In addition to an updated service delivery plan for farmworkers, Arizona intends to improve services to agricultural employers by working on recruitment strategies that will assist employers in the hiring process and enhancement of recall procedures for seasonal workers by:

- Making employers aware of services available to them through seminars, meetings, outreach, pamphlets, and conferences;
- Explaining the benefits of using the recall system to employers;
- Attempting to obtain a recall list of workers at an earlier date/time; and
- Participating in the Annual Farmworker Health, Information, and Service Fair.

The State Monitor Advocate and outreach representatives have successfully provided workshops and seminars in collaboration with state and federal enforcement agencies designed to increase the number of agricultural employers utilizing the one-stop system. Our bi-annual employment seminars bring in 40-60 companies. The MSFW team intends to continue using workshops and seminars to provide training to agricultural supervisors, field forepersons, and farm labor contractors to help them excel in the crucial role they play in attaining and retaining a viable workforce.

Topics that are intended to be provided to agricultural employers and farmworkers through workshops and seminars include, but are not limited to:

- Overviews of the MSFW Protection Act (MSPA) enforced by the DOL Wage & Hour Division;
- Field sanitation regulations by OSHA,
- Occupational safety and health monitored by the Arizona Division of Occupational Safety and Health (ADOSH); and
- Employment equality enforced by the Equal Employment Opportunity Commission (EEOC).

The Employment Service Complaint System is promoted to farmworkers and farmworker advocacy groups such as PPEP, ResCare, YPIC, Cochise Private Industry Council (CPIC), Goodwill, Maximus and the City of Phoenix, and is provided verbally and in writing through orientations, seminars, conferences, printed material handed out at special events, such as Día

Del Campesino and the Melon Festival, and outreach efforts provided by outreach specialists. In addition, outreach representatives prepare and provide packets to farmworkers containing information regarding the Employment Service Complaint System, services available to farmworkers through ARIZONA@WORK Job Centers, farmworker rights, and contact information for different agencies and organizations that service the farmworker population when they conduct outreach and field visit inspections. In addition, each ARIZONA@WORK Job Center also displays required posters informing the public of the Employment Service Complaint System in English and Spanish. Partner organizations and advocacy groups are being encouraged to attend complaint system trainings led by the SWA's training department.

As part of a publicity improvement effort, the Agricultural Recruitment System (ARS) will be marketed to agricultural employers through informational presentations, detailed explanations, and question-and answer opportunities at a variety of events, including, but not limited to:

- Annual California/Arizona (CA/AZ) Agricultural Employer seminar;
- AIFC-AZ Interagency Farmworkers seminar;
- Bi-annual employer round table meetings; and
- Various employer associations; such as Yuma Fresh Vegetable Association (YFVA) and

Western Growers Association (WGA).

## 6. OTHER REQUIREMENTS

### A. COLLABORATION

The State Monitor Advocate and outreach specialists will continue to develop and perform lead roles in coalitions based in agriculturally active areas to leverage resources and share knowledge of solutions in a coordinated fashion. Collaborative efforts will continue with the AIFC, a community-based non-profit corporation with a membership of approximately 50 partners including public, private, federal, and state enforcement and non-enforcement agencies, farmworkers, agricultural employers, and advocacy groups. The State Monitor Advocate and outreach specialists will continue to support coalitions and objectives to create a better understanding of issues affecting the farmworker community and will collaborate in creating forums and seminars to address issues and concerns of interest within the farmworker community.

### B. REVIEW AND PUBLIC COMMENT

A 31-day review and comment period was provided to afford listed, interested entities an opportunity to provide comments, suggestions, and recommendations for consideration in the development of this Agricultural Outreach Plan (AOP). An additional 17 days was provided for public comment on the AOP in context of the whole Unified Workforce Plan. A final copy of the approved Plan will be shared with all interested partners.

#### **1. Consider any comments received in formulating its final proposed AOP**

Input provided was incorporated into this Plan, as appropriate.

#### **2. Inform all commenting parties in writing whether their comments have been incorporated, and if not.**

The AOP must be submitted in accordance with paragraph (d) of this section and planning guidance issued by the Department. Per 20 CFR § 653.107, section 3, the SWA must solicit

information and suggestions from WIOA sec. 167 NFJP) grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. In addition, at least 45 calendar days before submitting its final AOP to the Department, the SWA must provide the proposed AOP to NFJP grantees, public agencies, agricultural employer organizations, and other organizations expressing an interest and allow at least 30 calendar days for review and comment.

### 3. Transmit the comments and recommendation received and its response with the submission of the AOP

Table 2 includes a list of organizations from which information and suggestions were solicited along with any comments or recommendations received.

**Table 2: NFJP/WIOA–Section 167 State Grantee and Other Interested Entities**

NAME	AGENCY REPRESENTED	ADDRESS	CONTACT INFO	COMMENTS RECEIVED	INCORPORATED?
Maria Chavez	National Farmworker Jobs Program Board Member / Arizona Interagency Farm Workers Coalition, Inc.	802 E. 46th St. Tucson, AZ 85713	chavezmariav@yahoo.com	<b>No</b>	
Maria J. Silva	Queen Creek Family Resource Center-Migrant Program	20435 S. Ellsworth Road Queen Creek, AZ 85142	msilva@qcusd.org	<b>No</b>	
Jean McClelland	University of Arizona, Arizona College of Public Health	P.O. Box 245209 Tucson, AZ 85724	jmc@rho.arizona.edu	<b>No</b>	
John D. Arnold	Portable Practical Education Preparation (PPEP) NFJP/WIOA 617	802 E. 46th Street Tucson, AZ 85713	jarnold@ppep.org	<b>No</b>	
Kari Hogan	Portable Practical Education Preparation (PPEP) NFJP/WIOA 167	802 E. 46th Street Tucson, AZ 85713	khogan@ppep.org	<b>No</b>	

The LWDBs and staff also solicited feedback on the Agricultural Outreach Plan (AOP). Three comments from one reviewer were received relating to the AOP during the whole plan public comment period. Written responses were provided.

**4. The AOP must include a statement confirming NFJP grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested employer organization have been given an opportunity to comment on the AOP.**

Individuals and entities representing various service provider disciplines pertaining to every aspect of MSFW occupational and family life, including those in Table 2, were invited to participate in the review and comment process to develop this AOP for integrated delivery of Agricultural Wagner–Peyser Services for PY 2020. Entities involved included representatives from the NFJP/WIOA Section 167, community–based organizations, labor enforcement agencies, farm worker individuals and families, MSFW advocacy groups, local and state dignitaries, and program volunteers. The Arizona State Monitor Advocate and Foreign Labor Certification Coordinator (SMA/FLC) was afforded an opportunity to review, approve and comment on the AOP, policies, and procedures related to service delivery to MSFWs. Table 2 includes a list of organizations from which information and suggestions were solicited.

### C. DATA ASSESSMENT

**Table 3: Services to Farmworkers based on the Average from the Current State Plan**

	Service Goals Proposed State Plan 2016 – 2020	4-Year Average	Proposed Service Goals 4-year State Plan 2020
Number registered/ Applications for services	3500	2810	3750
Number Referred to Employment	1575	1695	1875
Number received staff assisted services	2275	2609	2300
Number referred to Support Services	550	1562	1500
Number receiving counseling- Career Guidance	1050	1499	1500
Number of Job Developments	125	4	100
Number placed in Jobs	1150	1490	1500
Number of placements. 50 above minimum wage	1100	1130	1250
Placed in Long Term Non-Ag Jobs	75	64	75

The Migrant Indicators of Compliance listed in the table above helps the SWA set accountability measures to ensure that ARIZONA@WORK offices are meeting federal standards for services to MSFWs. This is accomplished by tracking services provided to MSFWs compared to services provided to non-MSFWs, to ensure that MSFWs are receiving services that are qualitatively equivalent and quantitatively proportionate to services provided to non-MSFWs.

#### D. ASSESSMENT OF PROGRESS

As one of twenty "Significant Migrant and Seasonal Farmworker States," the SWA has made significant gains in two processes – data entry and co-outreach – that will ensure compliance per 20 CFR § 653.107. The SWA trains staff on properly identifying farmworkers, offering farmworkers the full spectrum of services and entering outcomes in AJC. The SWA met or surpassed the following qualitatively equivalent and quantitatively proportionate services for MSFW's over the previous 4-year plan:

- Referred to Jobs
- Received a Staff Assisted Services
- Referred to Support Services
- Career Counseling
- Placed in Jobs
- Placed in Jobs with Pay Rate \$11.50/hr. or More

Historically the SWA has underachieved in following two categories: (1) Job Development Contacts; and (2) Placed in Jobs: Regular Non-Agriculture.

In PY 2018, the SWA identified the need to work with the partner agencies to leverage combined resources and achieve better results with Job Development Contacts and Placed in Jobs: Regular Non-Agriculture. Moving forward, the goal is for enhanced partnerships especially the MOUs to help achieve better results.

#### E. STATE MONITOR ADVOCATE

The State Monitor Advocate (SMA), is involved in the research, composition, review, and approval of the Agricultural Outreach Plan. Additionally, the SMA reviewed all sections of the unified State Plan related to service delivery to MSFWs.

#### WAGNER-PEYSER ASSURANCES

The State Plan must include	Include
1. The Wagner-Peyser Act Employment Service is co-located with one-stop centers or a plan and timeline has been developed to comply with this requirement within a reasonable amount of time (sec 121(e)(3));	Yes
2. If the State has significant MSFW one-stop centers, the State agency is complying with the requirements under 20 CFR 653.111, State Workforce Agency staffing requirements;	Yes
3. If a State Workforce Development Board, department, or agency administers State laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser Act services, Adult and Dislocated Worker programs and Youth Programs under Title I; and	Yes
4. SWA officials: 1) Initiate the discontinuation of services; 2) Make the determination that services need to be discontinued; 3) Make the determination to reinstate services after the services have been discontinued;	Yes

The State Plan must include	Include
4) Approve corrective action plans; 5) Approve the removal of an employer's clearance orders from interstate or intrastate clearance if the employer was granted conditional access to ARS and did not come into compliance within 5 calendar days; 6) Enter into agreements with State and Federal enforcement agencies for enforcement-agency staff to conduct field checks on the SWAs' behalf (if the SWA so chooses); and 7) Decide whether to consent to the withdrawal of complaints if a party who requested a hearing wishes to withdraw its request for hearing in writing before the hearing.	

#### WAGNER PEYSER PROGRAM PERFORMANCE INDICATORS

Performance Indicators	PY 2020 Expected Level	PY 2020 Negotiated Level	PY 2021 Expected Level	PY 2021 Negotiated Level
Employment (Second Quarter After Exit)	67.0%	67.5%	68.0%	67.5%
Employment (Fourth Quarter After Exit)	62.0%	63.0%	63.0%	63.0%
Median Earnings (Second Quarter After Exit)	\$5,400	\$5,450	\$5,500	\$5,450
Credential Attainment Rate	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Measurable Skill Gains	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Effectiveness in Serving Employers	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>

<sup>1</sup>

*"Effectiveness in Serving Employers" is still being piloted and this data will not be entered for 2020 State Plans.*

#### PROGRAM-SPECIFIC REQUIREMENTS FOR ADULT EDUCATION AND FAMILY LITERACY ACT PROGRAMS

##### A. ALIGNING OF CONTENT STANDARDS

Arizona Adult Education has multiple grant contract requirements and assurances in place that require adult education providers to use the *Arizona Adult Education Content Standards* to guide instruction and align all curricular resources used for instruction to the standards. To help support the implementation of standards-based instruction, on-going and required professional learning sessions are held for program administrators, instructional leaders, and teachers. In addition, the AZ state leadership initiatives integrate the implementation of content standards into the professional learning offerings focused on improving teacher effectiveness in content areas.

Arizona Adult Education has a long history of developing and implementing content standards, beginning in 1998-1999 through the present time. In 2016-2017, teams of adult educators and



content area experts revised the *AZ Adult Education Standards in English Language Arts (ELA)* and the *AZ Adult Education Standards in Mathematics*; and aligned the standards to the newly revised AZ K-12 Standards in ELA and mathematics, as required by Title II-WIOA. The AZ Adult Education ELA and math standards were also tagged with the AZ Employability Skills and the International Society of Technology Education (ISTE) Standards to help adult educators integrate these standards across the curriculum.

In 2018, AZ Adult Education providers were required to complete a nine-month curriculum alignment project to review and align instructional resources to the revised *AZ Adult Education Standards in ELA and Mathematics*, and to determine gaps in their curricular resources to better align to the revised standards.

In 2017-2018, teams of adult educators and content area experts revised the *AZ Adult Education Standards in Social Studies and Science*. These standards are currently under review by the state office staff and the AZ Adult Education Standards Task Force. Beginning in 2020, the *English Language Acquisition for Adults (ELAA) Standards* will be revised by adult educators and content area experts.

## B. LOCAL ACTIVITIES

### ADULT EDUCATION AND LITERACY ACTIVITIES (SECTION 203 OF WIOA)

**Need for Adult Education in Arizona:** The U.S. Census Bureau American Fact Finder, 2017 American Community Survey includes the following demographic data for Arizona:

- Approximately 610,000 (12 percent) adults aged 18 and older lack a secondary diploma.
- Nearly 440,000 (11 percent) adults between the age of 18-64 speak English “less than very well” or not at all.

Arizona state law establishes adult education as a division within the ADE, and ADE serves as the administrative entity for Adult Education Services (A.R.S. 15-232, 15-233, 15-234). Under WIOA, ADE is the *Eligible Agency* with sole responsibility for administering and supervising policy for adult education and literacy activities in the state.

**Purpose:** The purpose of Adult Education in Arizona under WIOA is to enable local adult education providers, as core partners of Arizona’s workforce system, to develop, implement and improve adult education and literacy services throughout the state to further the vision and goals as outlined in the Arizona Unified Workforce Development Plan and WIOA, in order to:

- Assist adults to become literate and obtain the knowledge and skills needed for employment and economic self-sufficiency;
- Assist adults who are parents or family members to obtain the education and skills needed to participate successfully in the educational development of their children and improve the economic opportunities of the family;
- Assist adults in the attainment of high school equivalency diplomas and in the transition to postsecondary education and training through career pathways; and
- Assist immigrants and other individuals who are English Language Learners in improving their reading, writing, speaking and comprehension skills in English; improving their math skills; and acquiring an understanding of the American system of government, individual freedom, and the responsibilities of citizenship.

The Arizona Adult Education Mission is **To Prepare Learners for Success in College, Career and Life**. The following three Arizona Adult Education Goals are the basis of a strategic plan that addresses and operationalizes the WIOA requirements for Title II as described in this Plan:

- System Goal: The Arizona Adult Education System is an integral component of Arizona's educational pipeline leading to postsecondary education and career pathways.
- Profession Goal: Arizona Adult Educators empower adult learners to transition to postsecondary education and livable-wage employment.
- Instruction Goal: Arizona Adult Education Instruction prepares adult learners for success in postsecondary education and the workforce.

**Competitive Funding Process:** ADE conducts a competitive *RFGA* process to award funding under section 231 and section 243 to eligible organizations to establish and operate local programs for the provision of adult education and literacy activities in Arizona. Organizations may include:

- A local education agency;
- A community-based organization or faith-based organization;
- A volunteer literacy organization;
- An institution of higher learning;
- A public or private non-profit agency;
- A library;
- A public housing authority;
- A non-profit institution that is not described above and has the ability to provide adult education and literacy activities to eligible individuals as described in WIOA;
- A consortium or coalition of the agencies, organizations, institutions, libraries or authorities described above; and
- A partnership between an employer and an entity described above.

To be considered eligible for consideration of an award, an applicant must be an ***organization with demonstrated effectiveness in providing adult education and literacy activities***. To demonstrate effectiveness, the organization must provide, as part of the application process, performance data on its record in improving the skills of eligible individuals, in particular individuals who are basic-skills deficient, in the content domains of reading, writing, mathematics, English language acquisition, and other subject areas relevant to the services identified in the RFGA. The applicant must also provide information regarding its outcomes for participants related to employment, attainment of secondary school diploma (or its recognized equivalent), and transition to postsecondary education and training.

The competitive RFGA process ensures that the following components are incorporated:

- Direct and Equitable Access: ADE is committed to conducting a competitive RFGA process that ensures direct and equitable access to all eligible providers competing for Title II grant contracts. Information regarding the application and process is made available broadly via a public website and partner networks. An adequate amount of

time to complete the application is allowed, based on best practices as determined by ADE's Grants Management Department. Submittal of applications is done using the Grants Management Enterprise system in a manner that allows equitable access to all individuals, including those with disabilities.

- **Fair and Equitable Evaluation:** Applications are evaluated based on a scoring rubric as described in the application and based on the required WIOA evaluation considerations and other factors as determined by ADE. The evaluation team members consist of a variety of diverse professionals, including members unaffiliated with Arizona's prior Adult Education system. Award amounts are determined by evaluation results, and area demographic and needs analyses, to ensure that addressing the purpose of WIOA is the basis for funding decisions.
- **Coordination with Local Board:** A procedure is included in the RFGA process to ensure that the applicable LWDB reviews the application and provides comments and/or recommendations regarding the application's alignment to the strategies and goals of the local plan under section 108 of WIOA. Comments and recommendations provided by LWDBs are considered as part of the evaluation process.
- **General Education Provisions Act (GEPA) Statement:** Each applicant requesting funds is required to include a description of the steps the applicant proposes to take to ensure equitable access to, and participation in, its Federally-assisted program for students, teachers, and other program beneficiaries with special needs. Section 427 GEPA highlights six types of barriers that can impede equitable access or participation: gender; race; national origin; color; disability; or age. Based on local circumstances, applicants must determine whether these or other barriers may prevent participation in the program or activities, and the steps to be taken to overcome identified barriers must be included in the application.

**Eligible Individuals:** An "eligible individual" for Adult Education services means an individual who:

- Has attained 16 years of age;
- Is not enrolled or required to be enrolled in secondary school under Arizona State Law (A.R.S. § 15-802);
- Meets Arizona state eligibility requirements under A.R.S. § 15-232 B; and
  - - Is basic skills deficient;
    - Does not have a secondary school diploma or its recognized equivalent and has not achieved an equivalent level of education; *OR*
    - Is an English language learner.

**Allowable Activities:** In Arizona, adult education providers funded under Section 222(a)(1) are contracted to establish and operate programs that provide the following services and activities to eligible individuals:

- *Adult Basic Education (ABE)*: Literacy instruction aligned to Arizona Adult Education Content Standards provided to eligible individuals with educational functioning levels (EFLs) at levels as listed in the NRS EFL table as ABE 1, 2, 3 or 4 . Workforce Preparation activities (as described below) are provided concurrently with ABE instruction. *WIOA Final Rules Subpart D, § 463.30.*
- *Adult Secondary Education (ASE)*: Literacy instruction aligned to Arizona Adult Education Content Standards to eligible individuals with EFLs at levels as listed in the NRS EFL table as ABE 5 or 6 . ASE activities are also designed to lead to the attainment of a secondary diploma (or its equivalent) and transition to postsecondary education, training or employment. Workforce Preparation activities (as described below) are provided concurrently with ASE instruction. *WIOA Final Rules Subpart D, § 463.30.*
- *ELAA*: Literacy instruction aligned to Arizona Adult Education Content Standards to help eligible learners achieve proficiency in reading, writing, speaking and comprehension of the English language . ELAA instruction should also lead to attainment of a secondary diploma (or its equivalent), transition to postsecondary/training, or employment. *WIOA Final Rules Subpart D, § 463.31 and § 463.32.*
- *Integrated English Literacy and Civics Education (IELCE)*: Education services provided to English language learners to achieve competence in the English language and acquire the basic and more advanced skills needed to function effectively as parents, workers, and citizens. Services must include: 1) instruction in literacy and English language acquisition; and 2) instruction on the rights and responsibilities of citizenship and civic participation. Services may include workforce preparation and workforce training. *WIOA Final Rules Subpart D, § 463.33.*
- *Workforce Preparation*: Instruction provided concurrently with ABE, ASE, or ELAA/IELCE activities that is designed to help eligible individuals acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills. Workforce preparation activities are designed to increase employability skills and the development of competencies in using resources and information, working with others, and understanding systems to successfully transition to and complete postsecondary education, training and employment. *WIOA Final Rules Subpart D, § 463.34.*
- *Integrated Education and Training (IET)*: A service approach to providing adult education and literacy activities concurrently and contextually with workforce preparation activities and workforce training for a specific occupation or occupational cluster for the purpose of educational and career advancement. Required IET components are: 1) adult education and literacy, 2) workforce preparation activities, and 3) workforce training. Instruction is based on occupationally relevant materials for the purpose of educational and career advancement. Participation is intended for eligible individuals at all skill levels, including adults with low academic skills. *WIOA Final Rules Subpart D, §§ 463.35 through 463.38.*

**Special Rule:** Each eligible agency awarding a grant or contract under this section shall not use any funds made available under this title for adult education and literacy activities for the purpose of supporting or providing programs, services, or activities for individuals who are under the age of 16 and are enrolled or required to be enrolled in secondary school under State law, except that such agency may use such funds for such purpose if such programs, services, or

activities are related to family literacy activities. In providing family literacy activities under this title, an eligible provider shall attempt to coordinate with programs and services that are not assisted under this title prior to using funds for adult education and literacy activities under this title for activities other than activities for eligible individuals.

#### C. CORRECTIONS EDUCATION AND OTHER EDUCATION OF INSTITUTIONALIZED INDIVIDUALS

ADE awards section 225 grant funds for corrections education and education of institutionalized individuals using the same RFGA process and timeline described for section 231 funds. The grants are awarded on a multi-year cycle, and all providers are subject to the same funding cycle. The review of applications includes evaluation based on the 13 considerations outlined in Title II of WIOA. All applications are evaluated using the same rubric and scoring criteria. Special consideration is given to eligible applicants indicating priority to serving individuals who are likely to leave the correctional institution within five years of participation in the program.

Arizona Adult Education ensures that not more than 20 percent of funds allocated to local providers with grant contracts under section 231 are used to carry out services under section 225. And, as part of the grant contract, funded providers are required to ensure that if WIOA funds are used to provide educational services to individuals in a correctional or other institution as described in section 225, priority must be given to serving individuals who are likely to leave the correctional institution within five years of participation in the program.

#### D. INTEGRATED ENGLISH LITERACY AND CIVICS EDUCATION PROGRAM

Arizona has a long history of providing English language acquisition activities and civics education, first under WIA, and then under WIOA since its passage in 2014. The State has built on its past success in providing instruction to English language learners to meet the requirements under WIOA section 243. The provision of educational services to English Language Learners under section 243 are referred to in Arizona as ***Integrated English Literacy and Civics Education PLUS Training*** (IELCE + T) programs. IELCE + T programs must include the IELCE educational services (described above in *Allowable Activities* and in WIOA § 463.33) and must be delivered in combination with IET activities (described above in *Allowable Activities* and in WIOA § 463.36).

Local providers are awarded funds under section 243 to deliver IELCE + T programs for the purpose of preparing adults who are English language learners for, and placing such adults in, unsubsidized employment in In-Demand industries and occupations leading to economic self-sufficiency. The adult education component of an IELCE + T program should include:

- Integration of civics engagement skills into career pathways and workforce preparation activities targeted to English language learners, including professionals who hold degrees and credentials in their native countries;
- Integration of educational technology and Blended Learning models into civics educational activities, including the use of technology and social media to increase learner opportunities for responsible civic engagement;
- Training and technical assistance on research and evidence-based instructional strategies that promote deeper learning, including the incorporation of experiential civic learning opportunities and digital storytelling;

- Collaborative agreements and formal partnerships with local area workforce system entities, including ARIZONA@WORK Job Centers, libraries, postsecondary institutions and employers; and
- Dissemination and replication of evidence-based resources and promising practices.

ADE awards section 243 grant funds for IELCE + T programs using the same Request for Grant Application (RFGA) competitive process and timeline described above in *(b) Local Activities*. The same criteria used to determine eligibility of an applicant for section 231 funding is used for section 243 funding, and successful applicants are subject to the same funding cycle. Applicants applying to provide services under section 243 must also address narrative questions and provide information that is specific to the provision of an IELCE + T programming and requirements.

The review of all applications, including those with proposed IELCE + T programs, includes evaluation based on the 13 federal considerations as outlined in Title II of WIOA and 4 state considerations. All applications are evaluated based on the same rubric and scoring criteria for federal and state considerations. All applicants must provide narrative details and information to demonstrate how they will meet the requirements.

The distribution of IELCE + T funds across the state is based on demographic data and needs analyses pertaining specifically to the geographic distribution of eligible individuals with language barriers in each workforce area. Section 243 funds are allocated and accounted for in a separate stream in the Arizona Grants Management Enterprise system.

#### E. STATE LEADERSHIP

##### 1. DESCRIBE HOW THE STATE WILL USE THE FUNDS TO CARRY OUT THE REQUIRED STATE LEADERSHIP ACTIVITIES UNDER SECTION 223 OF WIOA

Arizona utilizes funds available under section 223 to provide State Leadership activities to further develop and enhance the adult education system throughout the state as described in the Purpose, Mission and Goals identified above in *b) Local Activities*.

To address the required State Leadership activities under section 223 of WIOA, the initiatives and activities outlined below are currently underway or planned.

**Align adult education services with other core programs and ARIZONA@WORK partners to implement the strategies in this plan:**

- Continue the development of formal collaborative agreements with local ARIZONA@WORK Job Centers, including co-location when appropriate, to ensure that adult learners as job seekers have access to information and services that will lead to positive employment outcomes.
- Improve the alignment of programmatic and operational services, such as common intake, orientation, assessment, and data sharing, among all partners statewide to promote co-enrollment and ensure a customer-centric approach with consistent and coordinated access to services.
- Identify and articulate career pathways with entry points for adult learners who have barriers such as disabilities, low basic skills, lack of secondary diplomas, and lack of English language skills.

- Continue the provision of training and technical assistance to local providers to expand and improve the implementation of IET and youth programs statewide.

**Establish or operate high quality professional development programs to improve adult education instruction:**

- Continue the grant contract requirements to assist local adult education providers with the planning and implementation of high-quality Professional Learning (PL) for instructional staff, including:
  - Local providers must expend a minimum of ten percent of adult education grant funds for state-approved PL activities.
  - Local providers must submit annual plans for PL implementation and final narrative reports detailing the PL goals, interventions, and strategies that were implemented in that program year.
  - Local providers must address the AZ Adult Education Teacher Standards in Mathematics, English Language Arts, and English Language Acquisition for Adults to help determine PL goals that focus on improving teacher effectiveness and student outcomes.
- Continue the provision of training and technical assistance on evidence- and research-based strategies that accelerate learning and promote readiness for postsecondary education and employment, including:
  - Standards-based instruction:
    - Regular training on teaching to the Arizona Adult Education Content Standards;
    - Curriculum alignment initiative;
    - Student Achievement in Reading (STAR) training; and
    - Using standardized assessments, such as TABE 11&12, to drive instruction.
  - Technology integration and digital literacy:
    - Blended and virtual learning models and practices;
    - ESL Pro initiative;
    - Assistive technology and Universal Design for Learning (UDL) strategies; and
    - Online curricula training.
  - Leadership development:
    - Arizona Instructional Leaders Academy;
    - Creating Classrooms That Work initiative;
    - Mastering Program Improvement through Data Analysis initiative; and
    - Administrator Orientation.

**Provide technical assistance to local providers of adult education:**

- Continue the provision of technical assistance in multiple ways, including onsite visits, training workshops, webinars, phone calls, and email.
- Continue to identify the need for technical assistance through monthly data reviews and check-ins with program administrators, report reviews, monitoring visits, or when requested by a program.

**Monitor and evaluate the quality of, and improvement in, adult education and disseminate information about promising practices within Arizona:**

- Assess the quality of the implementation of State Leadership activities and initiatives through the use of:
  - Analysis of evaluation surveys after training and PL events to determine satisfaction and ascertain if learning objectives were met;
  - Analysis of final reports and project summaries provided by local providers to assess the implementation of initiatives;
  - Analysis of applicable outcome data of participating providers to determine the impact to learners as a result of initiatives;
  - Site visits and classroom observations to observe implementation of strategies learned; and
  - Teacher reflections to determine and identify implementation successes and challenges.
- Conduct the evaluation and monitoring of local providers as described below in *f) Assessing Quality*;
- Utilize information obtained during quality assessment, evaluation processes, and monitoring activities to identify promising practices; and
- Disseminate information about promising practices to local providers using a variety of strategies, including face-to-face training sessions, webinars, online courses, technical assistance, and written guidance.

**2. DESCRIBE HOW THE STATE WILL USE THE FUNDS TO CARRY OUT PERMISSIBLE STATE LEADERSHIP ACTIVITIES UNDER SECTION 223 OF WIOA, IF APPLICABLE**

Not applicable.

**F. ASSESSING QUALITY**

Arizona adult education providers are evaluated on both fiscal and programmatic areas based on a model incorporating these factors:

- A cyclical system for risk assessment and monitoring;
- Monthly desk-monitoring, including data analysis and technical assistance; and
- Evidence of high-quality, data-driven and research-based instruction that is aligned to content standards and professional learning standards, and that incorporates the standards for both digital literacy and employability skills.



Comprehensive Case Reviews are conducted on all funded providers. The Case Review includes an analysis of each local provider's prior-year performance data, applicable monitoring results and findings, professional learning plan, technology integration status, annual programmatic and fiscal reporting, and risk assessment. In addition, each provider's status regarding collaboration with WIOA core partners and IET implementation is reviewed. Local providers that do not meet the state performance measure targets, or who have been identified as having serious programmatic issues are placed on a Corrective Action Plan. Providers on Corrective Action Plans work throughout the year with the state staff to plan and implement improvement efforts. This team approach has been valuable in providing comprehensive targeted technical assistance to local providers. Additionally, it allows AES staff to gain a broader view of the dynamics of each local provider and deliver consistent messages regarding program improvement.

Monitoring for compliance with federal and state requirements is an important part of the Arizona Adult Education Program Improvement model. Desk monitoring is conducted on all programs throughout the year, and on-site monitoring is conducted based on risk assessment results and/or issues identified during the case review process.

- Desk Monitoring: Monthly review and analysis of data management, submitted reports (both programmatic and fiscal), and ongoing teacher certification verification.
- On-site Monitoring: Field-based fiscal audits, A.R.S. § 15-232b mandated verification of eligibility for services, and complete programmatic monitoring annually based on an agency-developed risk assessment.

Program Reporting is part of the annual program improvement model. Each local program completes a comprehensive set of final reports on program operations, performance, professional learning, technology integration and fiscal contracts. As programs are completing their final reports, they are also developing the foundation for the upcoming program year's plan.

Arizona uses a cyclical system for technical assistance, monitoring, and compliance training needs for both fiscal and programmatic areas in an ongoing program improvement model that includes: planning through contract and contract extension applications, monthly desk monitoring, case review process, corrective action plans (if needed), on-site programmatic and fiscal monitoring based on risk assessment, and reflection by programs through preparation of their final reports.

### **Data Management**

The Arizona Adult Education Performance Accountability System is comprised of the following components to assess the effectiveness of local providers:

- A secure, web-based data management system that collects student demographic, participation, and outcome measures, including performance results as identified in the NRS;
- A cyclical system for technical assistance, monitoring, and compliance (as described above);
- Ongoing desk-monitoring and interventions for programs not demonstrating continuous achievement in student outcome measures; and

- Corrective Action Plan process to address program deficiencies in meeting outcome measures at the state’s target levels.
- As of July 1, 2019, the performance outcome measures consist of the following indicators:
  - Percentage of program participants in unsubsidized employment during the second quarter after exit from the program;
  - Percentage of program participants in unsubsidized employment during the fourth quarter after exit from the program;
  - Median earnings of program participants in unsubsidized employment during the second quarter after exit from the program;
  - Percentage of program participants who obtain a recognized postsecondary credential or secondary credential;
  - Percentage of program participants who, during a program year are in education or training programs that lead to recognized postsecondary credentials or employment, and who are achieving measurable skill gains toward credentials or employment; and
  - Effectiveness of serving employers.

Snapshot data are captured monthly by state staff through desk monitoring of each provider and are compared to previous year snapshots to determine performance trends and identify potential issues. Additionally, analyses of data at the state, program, site, and classroom level are used to inform technical assistance and training efforts.

### **Data Sharing**

A data sharing agreement with DES’s UI Wage system for data matching for employment outcomes is in place, and the matching report is requested quarterly. This agreement is critical to supporting Arizona Adult Education’s ability to report employment outcomes for individuals enrolled in Title II programs. ADE also has a data sharing agreement with the National Student Clearinghouse for data matching for postsecondary outcomes. The National Student Clearinghouse, Student Tracker, is an online system providing enrollment verification services to more than 3,500 colleges and universities. Student Tracker is used to accurately track postsecondary enrollment and degrees. The ADE/AES Unit uses the service to support federally required follow-up measures in order to determine postsecondary achievements of students enrolled in Adult Education classes.

### **Evaluating Quality of Professional Development**

ADE uses a variety of methods to assess the quality of its professional learning and technical assistance efforts, including: 1) Evaluation surveys are conducted after training and professional development events to determine their effectiveness; 2) Final reports are submitted by local providers and analyzed by ADE to assess the quality of implementation of initiatives, including implementation of professional learning and technology integration; 3) Applicable outcome data of participating providers is analyzed to determine if there was an impact on learners as a result of an initiative; and 4) Site visits and classroom observations are conducted to observe implementation of strategies learned.

### ADULT EDUCATION AND FAMILY LITERACY ACT PROGRAM CERTIFICATIONS

The State Plan must include	Include
1. The plan is submitted by the State agency that is eligible to submit the plan;	Yes
2. The State agency has authority under State law to perform the functions of the State under the program;	Yes
3. The State legally may carry out each provision of the plan;	Yes
4. All provisions of the plan are consistent with State law;	Yes
5. A State officer, specified by title in the certification, has authority under State law to receive, hold, and disburse Federal funds made available under the plan;	Yes
6. The State officer who is submitting the plan, specified by the title in the certification, has authority to submit the plan;	Yes
7. The agency that is submitting the plan has adopted or otherwise formally approved the plan; and	Yes
8. The plan is the basis for State operation and administration of the program;	Yes

### ADULT EDUCATION AND FAMILY LITERACY ACT PROGRAM ASSURANCES

The State Plan must include	Include
1. The eligible agency will expend funds appropriated to carry out title II of the Workforce Innovation and Opportunity Act (WIOA) only in a manner consistent with fiscal requirements under section 241(a) of WIOA (regarding the supplement-not-supplant requirement);	Yes
2. The eligible agency will ensure that there is at least one eligible provider serving each local area, as defined in section 3(32) of WIOA;	Yes
3. The eligible agency will not use any funds made available under title II of WIOA for the purpose of supporting or providing programs, services, or activities for individuals who are not "eligible individuals" within the meaning of section 203(4) of WIOA, unless it is providing programs, services or activities related to family literacy activities, as defined in section 203(9) of WIOA;	Yes
4. Using funds made available under title II of WIOA to carry out a program for criminal offenders within a correctional institution, the eligible agency will give priority to serving individuals who are likely to leave the correctional institution within five years of participation in the program.	Yes
5. The eligible agency agrees that in expending funds made available under Title II of WIOA, the eligible agency will comply with sections 8301 through 8303 of the Buy American Act (41 U.S.C. 8301-8303).	Yes

### AUTHORIZING OR CERTIFYING REPRESENTATIVE

<b>APPLICANT'S ORGANIZATION</b>	<b>Enter information in this column</b>
Applicant's Organization	Arizona Department of Education

<b>PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE</b>	<b>Enter information in this column</b>
First Name	Sheryl
Last Name	Hart
Title	State Director of Adult Education
Email	Sheryl.Hart@azed.gov

#### SECTION 427 OF THE GENERAL EDUCATION PROVISIONS ACT (GEPA)

**Non-Discrimination Policy:** The ADE is committed to a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunity and prohibits discriminatory practices, including harassment. Therefore, the ADE commits itself to a policy of Non-Discrimination.

- ADE has developed this policy to ensure that all its employees can work in an environment free from harassment, discrimination and retaliation.
- ADE will make every reasonable effort to ensure that all concerned are familiar with this policy and aware that any complaint of violation of such policies will be investigated and resolved appropriately.
- ADE will post the EO Policy Statement at the following locations:
  - Public website- <https://www.azed.gov/hr/>
  - ADE Internal website for employees
  - Employee bulletin boards at the four worksites (1535 West Jefferson, Phoenix, AZ; 3300 North Central, Phoenix, AZ; 1701 North Fourth Street., Flagstaff, AZ; 400 West Congress Street, Tucson, AZ)
- All employment announcements shall include the phrase, "The Arizona Department of Education is an EOE/ADA Reasonable Accommodation Employer."

The ADE/AES Unit allocates and administers grant funds and provides program and performance oversight to grantees under WIOA Title II and A.R.S. § 15-232 and 5-234. ADE/AES is committed to equal access and treatment for all employees, students and the general public by all entities funded under these grant funds. The provisions and strategies below will help to ensure that the principles of equal access and non-discrimination are applied and implemented:

- Grantee is required to submit a GEPA Statement as part of the grant application process.
- Grantee signed assurances that ensure compliance with the Civil Rights Act, American Disabilities Act, GEPA, Uniform Guidance & Code of Federal Regulations, and the Family Educational Rights and Privacy Act.
- Annual training and state leadership activities are provided to grantees on program processes to support equal access and non-discrimination such as intake/orientation

processes, providing accommodations and adaptations, utilizing assistive technology and implementing universal design strategies in the classroom.

#### ADULT EDUCATION AND LITERACY PROGRAM PERFORMANCE INDICATORS

Performance Indicators	PY 2020 Expected Level	PY 2020 Negotiated Level	PY 2021 Expected Level	PY 2021 Negotiated Level
Employment (Second Quarter After Exit)	82.0%	75.0%	83.0%	80.0%
Employment (Fourth Quarter After Exit)	55.0%	55.0%	56.0%	56.0%
Median Earnings (Second Quarter After Exit)	\$6,000	\$5,600	\$6,100	\$5,700
Credential Attainment Rate	32.0%	32.0%	33.0%	33.0%
Measurable Skill Gains	59.0%	50.1%	59.0%	50.8%
Effectiveness in Serving Employers	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>

<sup>1</sup>

*“Effectiveness in Serving Employers” is still being piloted and this data will not be entered for 2020 State Plans.*

#### PROGRAM-SPECIFIC REQUIREMENTS FOR VOCATIONAL REHABILITATION (COMBINED OR GENERAL)

##### A. INPUT OF STATE REHABILITATION COUNCIL

1. INPUT PROVIDED BY THE STATE REHABILITATION COUNCIL, INCLUDING INPUT AND RECOMMENDATIONS ON THE VR SERVICES PORTION OF THE UNIFIED OR COMBINED STATE PLAN, RECOMMENDATIONS FROM THE COUNCIL'S REPORT, THE REVIEW AND ANALYSIS OF CONSUMER SATISFACTION, AND OTHER COUNCIL REPORTS THAT MAY HAVE BEEN DEVELOPED AS PART OF THE COUNCIL'S FUNCTIONS;

1. SRC recommends that the Arizona DES' VR Program continue their efforts to increase awareness and provide outreach regarding VR services to individuals with disabilities (including a broad spectrum of disability populations), while highlighting the importance of placement on the Order of Selection waiting list. The SRC further recommends, to preserve funds for direct services provision, VR use of a broad range of low-cost outreach modes including social media, public service announcements, guest appearances on local television programs, announcements at professional sporting events and the like.
2. SRC recognizes and encourages further emphasis on VR collaborative efforts regarding students and youth transition with the additional focus on services to the transition population through WIOA.
3. SRC recommends that VR continue efforts to identify and alleviate VR Program service provision barriers in Arizona.

4. SRC recommends that VR continues to strive to meet performance indicators and update the SRC on strategies being implemented.
1. SRC recommends that VR maintain partnerships with current Project 121 American Indian VR Programs in Arizona and continue to identify opportunities and strategies to partner with tribes that do not have existing Project 121 Programs.

## 2. THE DESIGNATED STATE UNIT'S RESPONSE TO THE COUNCIL'S INPUT AND RECOMMENDATIONS; AND

1. VR agrees with the recommendation to increase awareness and provide outreach regarding VR services to individuals with disabilities.
2. VR agrees with the recommendation to continue to collaborate with local school districts and community providers to increase the identification of students and youth who may benefit from vocational rehabilitation services.
3. VR agrees with this recommendation and continues to explore opportunities to reduce barriers to VR service provision.
4. VR agrees with the recommendation and will continue to strive to meet the negotiated performance indicators and will continue to report performance measures to the SRC.
5. VR agrees with the recommendation to maintain partnerships with Project 121 American Indian VR Programs in Arizona and will continue to invite tribal VR Programs to VR training activities.

## 3. THE DESIGNATED STATE UNIT'S EXPLANATIONS FOR REJECTING ANY OF THE COUNCIL'S INPUT OR RECOMMENDATIONS.

All SRC recommendations were accepted by VR.

## B. REQUEST FOR WAIVER OF STATEWIDENESS

### 1. A LOCAL PUBLIC AGENCY WILL PROVIDE THE NON-FEDERAL SHARE OF COSTS ASSOCIATED WITH THE SERVICES TO BE PROVIDED IN ACCORDANCE WITH THE WAIVER REQUEST;

VR is requesting a waiver of statewideness. VR has entered into 32 Interagency Transfer Agreements with the Arizona Department of Education (ADE) to facilitate a seamless transition of students with disabilities from high school to employment (also known as Transition School to Work or TSW). All funds made available to VR are non-federal funds.

The TSW programs are open to any student with a disability who is eligible for VR and not on an Order of Selection waitlist, regardless of disability type. The enhanced TSW services provided by the participating high schools are structured and goal oriented vocational-educational services and assist the students in developing work readiness skills, selecting their vocational goals, and preparing them for successful transition from school to work. Each student is receives services that lead to the acquisition of knowledge/skills in the following areas:

- Self-assessment (interest inventories, learning styles, aptitudes, strengths), disability awareness and personal accommodations for disability, self-determination skills, career exploration;

- Disability awareness and building skills in self-determination, identification of career goals, including a complete labor market research, initial development of job readiness skills;
- Identification of post-secondary education/training opportunities, including training and funding options, career tracks, development of résumé/cover letter writing skills, practice in mock interviews, and familiarity with filling out job applications;
- Knowledge of how to apply to training institutions, how to apply for scholarships and Pell Grants, how to obtain accommodations for their disabilities, how to perform job searches (for either paid employment or community service);
- Development of a portfolio to record the skill building process with an end goal of self-actualization and successful career planning. The content of the portfolio will meet individual student needs; each portfolio will contain individualized information similar to the following:
  - Self-Awareness (Orientation and Adjustment to Disability) content including but not limited to: student's Individualized Education Plan (IEP), assessment results, abilities, interests, and independent living skills addressed; transportation;
  - Career Exploration including but not limited to: career path research, informational interview reports, financial planning, student's Individualized Plan for Employment (IPE);
  - Job Readiness including but not limited to: Job Applications, information regarding post-secondary school choices, Free Application For Federal Student Aid (FAFSA) and other financial aid information, resume, interview skills, IPE amendments (if applicable);
  - Work Experience including but not limited to: campus and/or community work experience, career planning, issue resolution, job shadowing, volunteer experiences, IPE amendments (if applicable);
  - Post High School Plan including but not limited to: Contact information for VR counselor, Community Career Center and Disability Support Services, Supported Education at Post Secondary School (if applicable).

TSW school districts provide 42.6%, non-federal funds, of the agreed upon TSW Budget. TSW budgets can be amended at any time.

School	Number of Students	Budget SFY 2020	Non Federal-Match SFY 2020	Total Federal Funds -ITA School Budget funds + RSA Administrative funds
Agua Fria Union High School District #216	45	\$171,877.00	\$73,219.60	\$270,534.40
Arizona State School for the Deaf and Blind: Phoenix Day School for	30	\$416,551.53	\$177,450.95	\$655,652.11

School	Number of Students	Budget SFY 2020	Non Federal-Match SFY 2020	Total Federal Funds -ITA School Budget funds + RSA Administrative funds
the Deaf				
Benson Unified School District #9	13	\$72,937.56	\$31,071.40	\$114,803.73
Bisbee Unified School District	13	\$77,756.70	\$33,124.35	\$122,389.05
Blue Ridge Union School District #32	40	\$89,036.64	\$37,929.61	\$140,143.67
Buckeye Union High School District #201	93	\$228,632.42	\$97,397.41	\$359,867.43
Catalina Foothills Unified School District #16	40	\$40,465.45	\$17,238.28	\$63,692.62
County of Maricopa - Cave Creek Unified School District	40	\$117,759.42	\$50,165.51	\$185,353.33
Chino Valley Unified School District #51	30	\$114,122.22	\$48,616.07	\$179,628.37
County of Maricopa - Deer Valley Unified School District #97	380	\$1,304,649.75	\$555,780.80	\$2,053,518.71
Flagstaff Unified School District #1	215	\$735,713.39	\$313,413.90	\$1,158,012.88
Flowing Wells Unified School District #8	40	\$192,928.30	\$82,187.46	\$303,669.15
Pinal County Schools-Florence Unified School District #1	68	\$232,573.83	\$99,076.45	\$366,071.21
Glendale Union High School District	100	\$934,887.64	\$398,262.13	\$1,471,513.14
Higley School District #60	20	\$70,600.00	\$30,075.60	\$111,124.40
County of Yavapai-Humboldt Unified School District	30	\$237,328.72	\$101,102.03	\$373,555.40
Mesa Unified School District #4	190	\$920,714.34	\$392,224.31	\$1,449,204.37



School	Number of Students	Budget SFY 2020	Non Federal-Match SFY 2020	Total Federal Funds -ITA School Budget funds + RSA Administrative funds
County of Gila, Miami Unified School District #40	15	\$87,635.29	\$37,332.63	\$137,937.95
Nogales Unified School District #1	60	\$160,376.84	\$68,320.54	\$252,433.15
Page Unified School District #8	55	\$167,454.60	\$71,335.66	\$263,573.54
Peoria Unified School District #11	245	\$1,045,321.51	\$445,306.96	\$1,645,336.06
Prescott Unified School District #1	20	\$71,295.46	\$30,371.87	\$112,219.06
Scottsdale Unified School District #48	70	\$437,614.15	\$186,423.63	\$688,804.67
Snowflake Unified School District #5	12	\$83,880.87	\$35,733.25	\$132,028.50
Sunnyside Unified School District # 12	15	\$259,892.16	\$110,714.06	\$409,070.26
St. David Unified School District #21	14	\$90,059.46	\$38,365.33	\$141,753.58
County of Maricopa-Tempe Unified School District #213	200	\$960,303.08	\$409,089.11	\$1,511,517.04
Tombstone Unified School District #1	15	\$59,638.96	\$25,406.20	\$93,871.72
Tucson Unified School District #1	300	\$1,834,035.52	\$781,299.13	\$2,886,771.91
Arizona State School For The Deaf and Blind (Tucson ASDB)and Summer Program	61	\$648,742.64	\$275,616.96	\$1,021,868.32
Catalina Foothills Unified School District #16	200	\$734,141.00	\$31,846.86	\$1,436,435.14
Valley Union High School District #22	8	\$38,174.02	\$16,262.13	\$60,085.90
<b>Totals</b>	<b>2677</b>	<b>12,637,100.48</b>	<b>\$5,101,760.19</b>	<b>\$20,172,440.76</b>

2. THE DESIGNATED STATE UNIT WILL APPROVE EACH PROPOSED SERVICE BEFORE IT IS  
PUT INTO EFFECT; AND

All services provided are developed, authorized, and approved by designated state unit personnel.

3. REQUIREMENTS OF THE VR SERVICES PORTION OF THE UNIFIED OR COMBINED STATE  
PLAN WILL APPLY TO THE SERVICES APPROVED UNDER THE WAIVER.

VR is requesting a waiver of statewideness. All requirements as listed in the VR services portion of the Unified State Plan, as well as all VR eligibility and order of selection criteria will apply to the individuals and services provided under the Interagency Transfer Agreements for Transition School to Work (TSW). Services outlined in the ITA/TSW agreements will not be provided to an individual unless that individual is eligible for VR and in an Order of Selection priority category that is open for services

C. COOPERATIVE AGREEMENTS WITH AGENCIES NOT CARRYING OUT ACTIVITIES UNDER THE  
STATEWIDE WORKFORCE DEVELOPMENT SYSTEM

1. FEDERAL, STATE, AND LOCAL AGENCIES AND PROGRAMS;

Persons with Serious Mental Illness (SMI): An ISA between VR and the Arizona Health Care Cost Containment System (AHCCCS) exists to coordinate services to mutual clients. VR staff are assigned to work with behavioral health clinical teams throughout the state in order to enhance service delivery and customer satisfaction in the provision of VR services.

Native Americans: Memoranda of Understanding with the American Indian VR Programs of the Navajo, Tohono O'odham, White Mountain Apache, Fort Mojave, Hopi, and Salt River Pima nations have been developed for the purpose of coordinating services to American Indians with disabilities that reside both on and off the reservation as well as providing technical assistance in areas of mutual interest.

Persons with Developmental Disabilities: An Interagency Protocol agreement with the Arizona DDD exists to detail the cooperation and coordination of both the referral processes and joint provision of services to persons with developmental disabilities who can benefit from VR services in terms of an employment outcome, and who require ongoing employment support from DDD. VR and DDD also have a MOU specific to enhancing program delivery methods and providing customized employment services to mutual clients within the foster care system.

Secondary Students with Disabilities: VR has an ISA with the ADE and DDD regarding the provision of transition services to high school students with disabilities.

Postsecondary Students with Disabilities: VR has MOUs regarding the provision of disability-related accommodations to mutual clients with several community colleges within the state and is actively seeking to establish new agreements with the remaining colleges and universities. VR currently has agreements with the Maricopa County Community College District (ten colleges), Cochise County Community College, and Pima County Community College.

2. STATE PROGRAMS CARRIED OUT UNDER SECTION 4 OF THE ASSISTIVE TECHNOLOGY ACT  
OF 1998;

Assistive Technology (AT) in Arizona: VR contracts with Arizona Center for the Blind and Visually Impaired (ACBVI) to facilitate training and resource development for employers with a focus on the use of assistive technology for various disabilities and disability awareness.

Numerous training modules have been developed and are offered to VR staff, partner program staff, and employers.

Arizona Technology Access Program (AzTAP): VR, in conjunction with AzTAP and ADE/Exceptional Student Services, present an annual conference that allows staff to learn about AT devices, resources, and implementation strategies, as well as increase assistive technology expertise and obtain hands on experience with devices through participation in interactive sessions.

### 3. PROGRAMS CARRIED OUT BY THE UNDER SECRETARY FOR RURAL DEVELOPMENT OF THE DEPARTMENT OF AGRICULTURE;

VR does not have a formal agreement regarding programs carried out by the Under Secretary for Rural Development of the U.S. Department of Agriculture.

### 4. NON-EDUCATIONAL AGENCIES SERVING OUT-OF-SCHOOL YOUTH; AND

VR does not have any agreements specific to serving out-of-school youth, but all agreements mentioned in c(1) above serve populations that include out-of-school youth.

### 5. STATE USE CONTRACTING PROGRAMS.

VR utilizes approximately 550 statewide contracts and over 400 Community Rehabilitation Program (CRP) providers to ensure VR services are available to eligible individuals with disabilities across the state of Arizona.

In accordance with A.R.S § 41-2636 of the Arizona Procurement Code, all state governmental units are required to endeavor to set aside one percent (1 percent) of new purchases or contracts for products, materials, and services from certified nonprofit agencies that serve individuals with disabilities (CNAID) and Arizona Correctional Industries (ACI). The Set-Aside Committee convenes quarterly to determine those materials and services that are provided, manufactured, produced and offered for sale by Arizona industries for the blind, certified nonprofit agencies that serve individuals with disabilities and Arizona Correctional Industries and that satisfy the requirements of state governmental units and to establish a fair market price for all approved materials and services offered for sale that meet these requirements.

## D. COORDINATION WITH EDUCATION OFFICIALS

### 1. THE DESIGNATED STATE UNIT'S PLANS, POLICIES, AND PROCEDURES FOR COORDINATION WITH EDUCATION OFFICIALS TO FACILITATE THE TRANSITION OF STUDENTS WITH DISABILITIES FROM SCHOOL TO THE RECEIPT OF VR SERVICES, INCLUDING PRE-EMPLOYMENT TRANSITION SERVICES, AS WELL AS PROCEDURES FOR THE TIMELY DEVELOPMENT AND APPROVAL OF INDIVIDUALIZED PLANS FOR EMPLOYMENT FOR THE STUDENTS

VR is part of a multi-agency Intergovernmental Service Agreement (ISA) that encourages and facilitates the cooperation and collaboration between VR, Division of Developmental Disabilities (DDD), and the Public Education Agencies (PEA) or school districts, represented by the Arizona Department of Education (ADE). The vision for the ISA is to facilitate a seamless transition of high school students with disabilities from secondary school to employment with the intent of maximizing their employability and integration into the workforce and community. The most updated ISA between VR, DDD, and ADE was signed on April 12, 2019.

The ISA serves to establish a statewide, interagency system of transition services in order to facilitate service provision in the following areas:

- Technical assistance and consultation;
- Outreach and identification of students;
- Referral of individuals;
- Joint planning; and
- Scope of individualized services.

Under the umbrella of the ISA, VR provides coordinated transition services to all secondary schools throughout the state. VR works to engage students as early as possible within their high school experience for the purpose of providing Pre-Employment Transition Services (Pre-ETS) to potentially eligible students with disabilities, and developing an Individualized Plan for Employment (IPE) before students who are eligible and able to receive VR services, exit high school. To assist in the identification of an employment goal and completion of the IPE, VR provides opportunities for students to engage in Pre-ETS. VR coordinates with the schools to provide Pre-ETS to eligible and potentially eligible students with disabilities, and to complete orientations, intakes, eligibility and order of selection determinations as appropriate. All students with disabilities between the ages of 14-22 may receive Pre-ETS and eligible transition aged youth ages 14-24 have access to the full array of VR services to assist with the transition from school to work. Provision of Pre-ETS, as well as all other VR services are the responsibility of VR. PEAs are responsible for ensuring the provision of transition services required under IDEA. PEAs assist any student interested in Pre-ETS with the completion of the Pre-ETS Request Form, including verification that the individual is a student with a disability. The Pre-ETS Request Form is utilized by the student, to identify which of the 5 required Pre-ETS the student wants to participate in. Pre-ETS options include job exploration counseling, work-based learning, work readiness training, counseling on post-secondary opportunities and instruction in self-advocacy.

VR partners with ADE every year to host an annual Transition Conference. This conference provides opportunity to conduct outreach and educate VR staff, education staff, students and families on Pre-ETS and transition services available through VR and the schools. Dedicated VR staff assist in completing outreach and in identifying students with disabilities. VR has dedicated staff assigned to every school district statewide and these staff work collaboratively with students and school staff to identify students interests, preferences and strengths in order to assist them in reaching their employment goals. VR's eligibility and order of selection criteria are applied to transition youth in the same manner as they are to all other individuals who apply for vocational rehabilitation services. VR staff work with the school to identify the transition services being provided by the school to avoid duplication of services. VR has 32 Interagency Transfer Agreements (ITAs) with PEAs to provide enhanced transition services. The ITAs are commonly known as Transition from School to Work (TSW) programs. The PEA that have TSW programs provide non-federal dollars to AZRSA to generate match funds for the purpose of funding RSA personnel, PEA personnel and other costs for the provision of vocational services agreed upon by both parties in ITA's.

## 2. INFORMATION ON THE FORMAL INTERAGENCY AGREEMENT WITH THE STATE EDUCATIONAL AGENCY WITH RESPECT TO:

**A. CONSULTATION AND TECHNICAL ASSISTANCE TO ASSIST EDUCATIONAL AGENCIES IN PLANNING FOR THE TRANSITION OF STUDENTS WITH DISABILITIES FROM SCHOOL TO POST-SCHOOL ACTIVITIES, INCLUDING VR SERVICES;**

VR provides technical assistance and consultation throughout the transition process in order to identify appropriate school to post school activities and services as outlined in the ISA in the following manner:

- Provide state and regional guidance and training to enhance the knowledge, skills, and abilities of personnel involved in providing transition services;
- Participate in IEP meetings, when invited, to provide vocational guidance;
- Disseminate VR service information and other resources that are available; and
- Attend transition fairs and other outreach events.

VR has statewide Transition team responsible for providing training and technical assistance all school districts/PEAs and VR staff in the state regarding how to assist with transitioning students with disabilities to post-school activities, including VR services. This team engages with the Arizona Department of Education (ADE) as well as each school district and local area.

VR also has dedicated staff (VR Counselors and support staff) assigned to each school district/PEA to ensure local support is available to the schools and students with disabilities. These staff outreach to their assigned PEA to provide information on how to connect and collaborate with VR, contact information for local VR offices, availability of Pre-ETS, etc.

**B. TRANSITION PLANNING BY PERSONNEL OF THE DESIGNATED STATE AGENCY AND EDUCATIONAL AGENCY THAT FACILITATES THE DEVELOPMENT AND IMPLEMENTATION OF THEIR INDIVIDUALIZED EDUCATION PROGRAMS;**

Coordinated transition planning occurs between PEA and VR staff. VR staff are available to provide group and individual presentations to parents and students who are identified by the PEA staff. PEA staff invite VR staff to students' Individualized Education Planning meetings to provide information on the VR Program and discuss postsecondary and employment opportunities. Transition services are planned in the Individualized Education Plan by age 16 or earlier as appropriate. VR staff assist in identifying the VR services and community supports available to assist with transition planning. This coordinated service planning assists the student and parents in focusing on the student's needs for continued education, employment, and independent living services after graduation from high school.

**C. ROLES AND RESPONSIBILITIES, INCLUDING FINANCIAL RESPONSIBILITIES, OF EACH AGENCY, INCLUDING PROVISIONS FOR DETERMINING STATE LEAD AGENCIES AND QUALIFIED PERSONNEL RESPONSIBLE FOR TRANSITION SERVICES;**

PEA and VR staff jointly identify students who will require and benefit from involvement in the VR Program in order to meet post-secondary education and employment goals. Staff of the local PEA and VR coordinate the development of the Individualized Education Plan and Individualized Plan for Employment and involve other community resources such as DDD and AHCCCS as appropriate.

Services and activities mandated by Individuals with Disabilities Education Act (IDEA) are provided by the local PEA staff; these services and supports are not duplicated by VR. PEA staff develop a plan for transition services as mandated by IDEA and invite VR staff to participate in transition planning activities. VR staff participate in individual student planning sessions when

available and provide program information as well as technical assistance with regard to services and community resources on an ongoing basis.

VR is responsible for the provision of Pre-Employment Transition services (Pre-ETS) for students with disabilities who are between the ages of 14-22. VR staff provide informational presentations and material to parents and students regarding Pre-ETS and other services available through the VR program. Eligibility and Order of Selection determinations are made by qualified VR staff, but the planning and development of the Individualized Plan for Employment occurs in conjunction with the student, the student's guardians, and PEA staff. The IPE is developed and implemented by VR staff prior to the student exiting from high school if possible.

#### D. PROCEDURES FOR OUTREACH TO AND IDENTIFICATION OF STUDENTS WITH DISABILITIES WHO NEED TRANSITION SERVICES.

Within the scope of the Interagency Agreement with the Arizona Department of Education (ADE) regarding the transition activities, VR is responsible for the following outreach activities:

- Provision of brochures, flyers, informational letters and/or VR orientation videos to explain the VR Program and the role the VR Program plays in transition planning and Individualized Education Plan (IEP) development;
- Explanation of VR referral, application, eligibility and order of selection criteria and process, as well as the potential services that may be available through VR;
- Scheduling individual information meetings with students and their parents/legal guardians at the school or local VR office;
- Scheduling and conducting group orientation and individual intake appointments at the school;
- Conducting presentations of the VR program and services to school staff;
- Working closely with ADE and other agencies such as Division of Developmental Disabilities to ensure referrals are coordinated between the programs.

PEAs are considered the lead agency for the provision of transition services; however, ongoing support from partner agencies is necessary for success. PEAs are also responsible for providing VR with documentation of the completion or refusal of transition services (in accordance with 34 CFR Part 397) for youth with disabilities interested in seeking subminimum wage employment. VR is responsible for assisting the youth to complete all other requirements of 34 CFR Part 397 as necessary, and for providing the youth with documentation of their completion or refusal of all required activities, including transition activities, within the federally required timeframes.

VR and ADE/Exceptional Student Services (ESS) have a formal data sharing agreement which allows the agencies to identify areas of need for students, including the need for Pre-ETS for students with disabilities between the ages of 14-22.

#### E. COOPERATIVE AGREEMENTS WITH PRIVATE NONPROFIT ORGANIZATIONS

VR develops contracts and agreements with private non-profit organizations in accordance with the Arizona Procurement Code (Chapter 23 of the Arizona Revised Statutes) to meet the needs and objectives of the VR program and assist individuals with disabilities in preparing for, obtaining, and maintaining employment. VR currently partners with 27 private nonprofit organizations to provide a variety of necessary services (all contracts/agreements are fee-for-

service). The VR program develops requirements for scopes of work or agreements for VR services and uses a competitive solicitation process to engage any organization who is interested in providing the service. Organizations that can fulfill the service scope of work and contractual requirements respond to a competitive solicitation or request a direct contact with VR to provide services. The full range of VR services are provided under contract or agreement. Examples include assessment services to identify an individual's skills, abilities and capabilities; training services to help an individual gain education or training necessary for employment; and job development and retention services to help an individual prepare for interviews, complete job applications, and obtain/maintain employment.

#### **F. ARRANGEMENTS AND COOPERATIVE AGREEMENTS FOR THE PROVISION OF SUPPORTED EMPLOYMENT SERVICES**

Individuals eligible for Supported Employment services must have a severe physical or mental impairment that seriously limits three or more functional capacities (such as mobility, communication, self-care, self-direction, interpersonal skills, work tolerance, or work skills) in the context of an employment outcome; and whose vocational rehabilitation can be expected to require multiple VR services over an extended period of time (6 months or longer). If an individual meets this criteria, they may receive Supported Employment services available through VR for up to 24 months, or longer, if an extension of time is necessary and agreed upon by VR and the individual. The individual may also receive Extended Services (commonly referred to in Arizona as Extended Supported Employment services or ESE) funded through another source such as Arizona's medicaid system (AHCCCS) or, if the individual is not younger than 14 and not older than 24, they may also receive ESE services provided by VR for up to four years or until the age of 25.

During IPE development, VR works with a client to assess the need for Supported Employment and ESE services. If Supported Employment and ESE services are determined to be necessary, VR and the client explore potential sources of ESE which may include alternative funding sources such as AHCCCS (which funds ESE services provide by the Division of Developmental Disabilities (DDD) and Managed Care Organizations (MCOs)/behavioral health clinics) and natural supports such as family, friends, an employer, etc. VR, DDD, and behavioral health clinics encourage contracted providers to contract with all partner agencies in order to ensure consistent service delivery and a seamless transition from supported employment to ESE services for the client. ESE services typically consist of a minimal but consistent amount of job coaching per month for as long as the client needs to maintain employment.

Service provider qualifications are determined by the payor agency's service specification or scope of work (contract). Most job coaching providers are required to have at minimum, a high school diploma and several years of experience working with people with disabilities.

##### **1. Community Rehabilitation Providers (CRP) state contracts**

VR contracts with Community Rehabilitation Program (CRP) providers to ensure supported employment services are available to VR clients across the state. Additional collaboration to identify resources for individuals with significant disabilities, including youth with significant disabilities, continue to be explored within DES, with other state agencies, and with entities within the client's own support network.

##### **1. Collaboration with AHCCCS (Arizona's Medicaid Agency)**

VR has an Interagency Service Agreement with Arizona Health Care Cost Containment System (AHCCCS) to detail the provision of supported employment services to individuals designated

with a Serious Mental Illness (SMI). This agreement coordinates services to mutual clients and assigns VR staff to behavioral health clinical teams throughout the state in order to enhance service delivery, customer satisfaction, and successful outcomes through the provision of vocational rehabilitation and supported employment services. The Interagency Service Agreement (ISA) with AHCCCS includes the provision of funding for Extended Supported Employment (ESE) services by the designated Managed Care Organization (MCO). The assigned VR staff coordinate the ESE services with the behavioral health clinical team in order to ensure the services continue to be provided once the individual exits the VR program. The individual will receive ESE services funded by their MCO for the duration of their participation in behavioral health services.

#### 1. Collaboration with the Arizona DDD

An Interagency Protocol Agreement with DDD describes the cooperation and coordination from referral through supported employment and ESE services for persons with developmental disabilities.

#### 1. Collaboration with Employment Networks

VR has established six MOU agreements with local providers for the provision of ongoing Partnership Plus services. Dedicated VR staff continues to encourage provider agencies to become Employment Networks through the Social Security Ticket to Work program. Provider agencies will then provide extended supports following the successful conclusion of VR services to clients who are Ticket to Work participants.

#### 1. Collaboration with the Councils of Government (COG)

VR provides information to local Councils of Government (COG) regarding current client needs and service/provider information as requested during the Social Service Block Grant (SSBG) planning process. VR manages any resources allocated for ESE services, ensuring the funds are utilized to support individuals with the most significant disabilities who need ESE services to maintain employment. VR contracts with CRPs to provide the ESE services and monitors the providers to ensure quality service provision and contract compliance.

### G. COORDINATION WITH EMPLOYERS

#### 1. VR SERVICES; AND

VR developed Employer Outreach Representative positions several years ago to build strategic relationships with Arizona businesses and promote the hiring of job seekers with significant barriers to employment. The Employer Outreach Representatives utilize In-Demand industries, and career pathways and training programs informed by current trends and industry needs in synchronization with current labor market information to strengthen these business relationships.

Employer Outreach Representatives facilitate the connection of VR job ready clients with employers in the state labor exchange by connecting Business Service Team members with VR staff who have job-ready clients. The Department of Economic Security (DES) will continue to develop Business Service Team members to be effective vocational consultants by providing disability-related employment information as well as resources and guidance to help employers to understand the benefits of recruiting people with disabilities to fulfill their business needs. By helping to facilitate the connection of VR clients with the Business Service Team and the employers in the ARIZONA@WORK system, VR clients are assured maximum exposure to



potential job opportunities and employers will learn to develop and implement comprehensive disability recruiting initiatives.

The Employer Outreach Representatives are designed to be the liaisons between Arizona employers and VR staff (including contracted vendors) by facilitating teleconferences, webinars, workshops, employer panels, and networking meetings. These activities are designed to educate the job seeker teams on the current needs and requirements their clients should possess to achieve their desired employment goals.

In addition to the Business Services Representatives team, VR began an employment specialist pilot in July 2018 utilizing internal staff to provide job development and placement for VR clients. Interested clients attend a Job Readiness Training workshop to prepare them for the job search which includes interview skills, resume writing, and accommodations. Once a client completes the Job Readiness Training, they can choose to work with the VR Employment Specialist, or they can select a vendor. The VR Employment Specialist works with the clients to find employment opportunities based on the client's identified vocational goal. The Employment Specialist coordinates with Business Service Representatives to connect the job seekers with employers who are hiring in the local area.

## 2. TRANSITION SERVICES, INCLUDING PRE-EMPLOYMENT TRANSITION SERVICES, FOR STUDENTS AND YOUTH WITH DISABILITIES.

Employer Outreach Representatives provide information on career pathways including Registered Apprenticeships, college and university disability resource and career centers, and internships to help staff and educators obtain the accommodations and career services their clients and students need to prepare for and obtain employment.

Employer Outreach Representatives partner with high school transition programs, VR transition staff, and school and program administrators to facilitate mock interviews, and pre-employment workshops for youth with disabilities. VR ensures that Pre-Employment Transition Services (Pre-ETS) are available, statewide, to all students with disabilities, between the ages of 14-22. VR works with local schools and other organizations that serve students, to assist students in requesting Pre-ETS so they can work on career planning and job readiness skills using the 5 required services: job exploration, work-readiness training, instruction in self-advocacy, counseling on post-secondary opportunities and work-based learning activities while they are still in school. These services help students identify their interests, preferences and strengths so they can develop a viable employment goal. For a student to participate in Pre-ETS, they must submit a completed Pre-ETS Request Form indicating which of the 5 required services they are interested in receiving and provide proof that they are a student with a disability, age 14-22 and enrolled in an educational program.

VR has developed an agreement with the Sonoran University Center for Excellence in Developmental Disabilities (UCEDD) with the intent of partnering with local schools to assist with the development of community-based Work-Based Learning (WBL) experiences for students with disabilities. Sonoran UCEDD staff, in conjunction with VR, will coordinate with local businesses to develop summer work programs and job opportunities at specific work sites. School staff will be trained to support students at the worksite thus enabling students to gain real work experience and job readiness skills while having access to necessary supports. VR and the Sonoran UCEDD also work collaboratively to establish and maintain Project SEARCH sites. Current sites include youth internship opportunities in hospital, distribution logistics and hospitality industries. Additional Project SEARCH sites in hospital settings are being developed and coordinated with specific school districts.

VR also works with all youth with disabilities, age 14-24, to develop employability skills such as; resume building, soft skill development, adjustment to their disability related needs and self-advocacy skills to help them obtain employment. The full range of VR services are available to transition aged youth, including Pre-ETS, if the youth are also students with disabilities. VR staff determine which VR services the youth is eligible for and which are necessary for a youth to achieve their employment goal.

## H. INTERAGENCY COOPERATION

### 1. THE STATE MEDICAID PLAN UNDER TITLE XIX OF THE SOCIAL SECURITY ACT;

VR continues to have a strong relationship with Arizona's Medicaid System, known as the Arizona Health Care Cost Containment System (AHCCCS), and is a committed member of various partnerships dedicated to furthering employment opportunities for people with disabilities in Arizona, such as the Employment First Steering Committee, the Home and Community Based Services (HCBS) rules implementation workgroup, and the Association of People Supporting Employment First (APSE).

VR maintains a close partnership with AHCCCS via the Interagency Service Agreement (ISA) related to the provision of VR services to individuals designated Serious Mental Illness (SMI) as discussed in various sections of this plan. VR and AHCCCS work closely to coordinate VR services, including supported employment services for individuals with the most significant disabilities and extended services (provided by AHCCCS or, for individuals who do not qualify for AHCCCS supports and are youth with the most significant disabilities, provided by VR) for individuals in the behavioral health and developmental disabilities systems. This collaboration provides a streamlined process for which individuals with behavioral and developmental disabilities get referred to VR and engage in services in an expedited manner with the goal of achieving and maintaining competitive integrated employment.

VR has a Statewide Behavioral Health team who are responsible for implementation of the agreement between VR and AHCCCS. This team provides guidance and technical assistance to staff from both VR and behavioral health to ensure referrals and service delivery are streamlined and effective for the identified population. Dedicated staff/counselors from each partner agency ensure individuals are referred for VR services when appropriate and these staff continue to work together to support mutual clients throughout the VR process by encouraging participation, providing services as comparable benefits (transportation, counseling, etc.), ensuring a seamless transition to extended services as appropriate, etc.

### 2. THE STATE AGENCY RESPONSIBLE FOR PROVIDING SERVICES FOR INDIVIDUALS WITH DEVELOPMENTAL DISABILITIES; AND

VR has a long-standing partnership with DDD. VR and DDD currently have: an Interagency Protocol that outlines the process for referring prospective clients, exchanging information and coordinating services for mutual clients; a Memorandum of Understanding (MOU) to ensure individuals who are involved in both DDD and the foster care system have streamlined access to the VR Program; as well as several 'standard work' documents that provide detailed information on how staff will collaborate with DDD to ensure mutual clients are served efficiently and effectively.

VR and DDD have a current focus of increasing the employment outcomes of individuals with developmental disabilities and are in the process of developing and implementing strategic methods for doing so. During PY 2019, VR created and filled new positions that are specifically

responsible for the collaboration and service delivery to clients in both the VR and DDD systems. VR, DDD, and other stakeholder groups are currently developing a pilot to identify best practices for providing Customized Employment services for mutual clients in rural areas.

### 3. THE STATE AGENCY RESPONSIBLE FOR PROVIDING MENTAL HEALTH SERVICES.

As mentioned in h(1) above, VR has maintained an ISA with Arizona Health Care Cost Containment System (AHCCCS), Arizona's Medicaid system, to provide enhanced VR services to individuals designated Serious Mental Illness (SMI) since 1992. VR works with AHCCCS to review and modify the agreement on a yearly basis to ensure a strong partnership and up-to-date services for individuals determined SMI. Each Managed Care Organization (MCO) contracted with AHCCCS uses the ISA statewide collaborative protocols to establish specific service delivery responsibilities and outline the roles and responsibilities for VR and MCO behavioral health clinic staff. VR staff, behavioral health clinic staff and mutual vendors collaborate to provide employment services that are integrated with the client's behavioral health services and fully support the client's employment and disability related needs. VR meetings are held at the clinical site to encourage the collaboration with all agencies and increase access to services for clients. All ISA participating agencies partake in continuous trainings and process improvement through quarterly and biannual meetings.

#### I. COMPREHENSIVE SYSTEM OF PERSONNEL DEVELOPMENT; DATA SYSTEM ON PERSONNEL AND PERSONNEL DEVELOPMENT

##### 1. SYSTEM ON PERSONNEL AND PERSONNEL DEVELOPMENT

##### A. QUALIFIED PERSONNEL NEEDS

##### I. THE NUMBER OF PERSONNEL WHO ARE EMPLOYED BY THE STATE AGENCY IN THE PROVISION OF VR SERVICES IN RELATION TO THE NUMBER OF INDIVIDUALS SERVED, BROKEN DOWN BY PERSONNEL CATEGORY;

VR currently utilizes two systems to track personnel, the Human Resources Information Solution (HRIS) which is maintained by DES, and an internal tracking system maintained by VR. Both systems retain information pertaining to VR staff including hire dates, personnel actions, diversity information, education and experience and professional certifications. These systems are used in combination to identify staff currently meeting qualified staff standards, projected retirement dates, affirmative action criteria and general staffing needs. Recruitment of individuals with disabilities and individuals from minority backgrounds, and bilingual individuals continues to be an ongoing priority for the state and DES is an Equal Opportunity Employer. Strategies which encourage recruitment of individuals with disabilities and those of minority background continue to be sought out and implemented when appropriate.

Job Title	Total Filled Positions
<b>Total Number of VR service staff</b>	270
<b>Rehabilitation Services Specialists III (Entry VR Staff)</b>	116
<b>Rehabilitation Services Specialists III (Intermediate VR Staff)</b>	47
<b>Rehabilitation Services Specialists III (Senior VR Staff)</b>	41
<b>Rehabilitation Supervisors</b>	25
<b>Rehabilitation Service Technician</b>	41

**II. THE NUMBER OF PERSONNEL CURRENTLY NEEDED BY THE STATE AGENCY TO PROVIDE VR SERVICES, BROKEN DOWN BY PERSONNEL CATEGORY; AND**

Current personnel needs are based on serving an average of 12,800 open VR cases on a monthly basis.

Job Title	Current Vacancies
<b>Total Number of VR service staff</b>	34
<b>Rehabilitation Services Specialists III (All levels of VR staff)</b>	24
<b>Rehabilitation Supervisors</b>	3
<b>Rehabilitation Service Technician</b>	7

**III. PROJECTIONS OF THE NUMBER OF PERSONNEL, BROKEN DOWN BY PERSONNEL CATEGORY, WHO WILL BE NEEDED BY THE STATE AGENCY TO PROVIDE VR SERVICES IN 5 YEARS BASED ON PROJECTIONS OF THE NUMBER OF INDIVIDUALS TO BE SERVED, INCLUDING INDIVIDUALS WITH SIGNIFICANT DISABILITIES, THE NUMBER OF PERSONNEL EXPECTED TO RETIRE OR LEAVE THE FIELD, AND OTHER RELEVANT FACTORS.**

These projections are based on a 20% turnover and retirements over the next five years.

Job Title	Projected # of additional positions needed in 5 years
<b>Total Number of VR service staff</b>	54
<b>Rehabilitation Services Specialists III (all levels of VR staff)</b>	23
<b>Rehabilitation Supervisors</b>	5
<b>Rehabilitation Service Technician</b>	8

**B. PERSONNEL DEVELOPMENT**

**I. A LIST OF THE INSTITUTIONS OF HIGHER EDUCATION IN THE STATE THAT ARE PREPARING VR PROFESSIONALS, BY TYPE OF PROGRAM;**

VR maintains an internal system to track the qualifications of current VR staff (rehabilitation professionals). The qualifications of all staff employed by VR are reviewed, verified, and recorded prior to hire as well as when staff report advancements in their education/qualifications during their tenure with VR. VR and the University of Arizona currently maintain an ISA that supports rehabilitation professionals in completing graduate level coursework to meet VR's qualified staff standards.

Type of Degree	Institution	Program

Type of Degree	Institution	Program
<b>Bachelor</b>	University of Arizona	Special Education and Rehabilitation
<b>Master</b>	University of Arizona	Counseling Rehabilitation & Mental Health Specialization
<b>Doctorate</b>	University of Arizona	Ph.D. in Counselor Education and Supervision

II. THE NUMBER OF STUDENTS ENROLLED AT EACH OF THOSE INSTITUTIONS, BROKEN DOWN BY TYPE OF PROGRAM; AND

Type of Degree	Institution	Program	Currently Attending
<b>Bachelor</b>	University of Arizona	Special Education and Rehabilitation	74
<b>Master</b>	University of Arizona	Counseling Rehabilitation & Mental Health Specialization	58
<b>Doctorate</b>	University of Arizona	Ph.D. in Counselor Education and Supervision	4

III. THE NUMBER OF STUDENTS WHO GRADUATED DURING THE PRIOR YEAR FROM EACH OF THOSE INSTITUTIONS WITH CERTIFICATION OR LICENSURE, OR WITH THE CREDENTIALS FOR CERTIFICATION OR LICENSURE, BROKEN DOWN BY THE PERSONNEL CATEGORY FOR WHICH THEY HAVE RECEIVED, OR HAVE THE CREDENTIALS TO RECEIVE, CERTIFICATION OR LICENSURE.

Type of Degree	Institution	Program	Graduated in Previous Year
<b>Bachelor</b>	University of Arizona	Special Education and Rehabilitation	22
<b>Master</b>	University of Arizona	Counseling Rehabilitation & Mental Health Specialization	27
<b>Doctorate</b>	University of Arizona	Ph.D. in Counselor Education and Supervision	1

2. PLAN FOR RECRUITMENT, PREPARATION AND RETENTION OF QUALIFIED PERSONNEL

The University of Arizona is the only university in the state that offers Rehabilitation Counseling degree programs and directly prepares individuals to sit for the Certified Rehabilitation Staff exam. VR maintains an ISA with the University of Arizona to provide graduate level coursework for personnel who require additional education to meet qualified staff standards. VR also works closely with the University of Arizona to provide internship opportunities for students in the rehabilitation counseling degree programs. VR has hired several former interns and seeks to continue using the internships to recruit qualified personnel.

### 3. PERSONNEL STANDARDS

#### A. STANDARDS THAT ARE CONSISTENT WITH ANY NATIONAL OR STATE-APPROVED OR -RECOGNIZED CERTIFICATION, LICENSING, REGISTRATION, OR OTHER COMPARABLE REQUIREMENTS THAT APPLY TO THE PROFESSION OR DISCIPLINE IN WHICH SUCH PERSONNEL ARE PROVIDING VR SERVICES; AND

VR considers it a priority to hire and retain personnel who meet national standards for rehabilitation counseling. The Commission on Rehabilitation Staff Certification's Certified Rehabilitation Staff certification is the standard VR utilizes to set the highest level of qualified staff standard for VR rehabilitation professionals. VR has historically required staff hired as staff to obtain the education and experience that would enable them to sit for the CRC exam within six (6) years of hire. As of PY 2017, VR restructured the VR staff position to align with the WIOA Comprehensive System of Personnel Development standards, and thus created a career ladder with appropriately tiered compensation. The restructure allows the agency to maintain and attract staff who meet the requirements of a Certified Rehabilitation Staff (CRC), as well as entry and mid-level staff who satisfy the minimum WIOA education and experience requirements.

#### B. THE ESTABLISHMENT AND MAINTENANCE OF EDUCATION AND EXPERIENCE REQUIREMENTS, IN ACCORDANCE WITH SECTION 101(A)(7)(B)(II) OF THE REHABILITATION ACT, TO ENSURE THAT THE PERSONNEL HAVE A 21ST CENTURY UNDERSTANDING OF THE EVOLVING LABOR FORCE AND THE NEEDS OF INDIVIDUALS WITH DISABILITIES.

VR seeks to ensure all VR staff have an appropriate understanding of the evolving labor force and the needs of individuals with disabilities, through the maintenance of education and experience personnel requirements, as well as requirements for ongoing training and professional development. These personnel requirements are outlined in the agency's job descriptions and annual performance appraisals, verified throughout the hiring process and during the annual review cycle, and are reinforced and expanded upon through additional trainings, policies and procedures.

Basic education requirements for VR staff include:

- Entry VR Staff: Bachelor's degree in a field of study reasonably related to rehabilitation counseling or another field that reasonably prepares individuals to work with individuals with disabilities and employers and two years of experience working with individuals with disabilities.
- Intermediate VR Staff: Master's degree in a field of study closely related to rehabilitation counseling and one year of experience working with individuals with disabilities.
- Senior VR Staff: Meets Intermediate credential requirements plus has a CRC certification.

Requirements related to the knowledge, skills and abilities for all levels of VR staff include:

- Knowledge of Federal and State laws, statutes, rules, regulations pertaining to VR services; At least one year of case management experience; Experience working with individuals with disabilities; Broad knowledge of physical, mental, and cognitive disabilities; Familiar with referral and community resources; Understands computer access technology and assistive aids & devices; Knowledge of occupational opportunities and labor market trends; Ability to motivate clients in achieving goals; Effective oral and written communication; Strong time management skills; Resourceful and problem solver; and Excellent interpersonal skills.

#### 4. STAFF DEVELOPMENT

A. A SYSTEM OF STAFF DEVELOPMENT FOR PROFESSIONALS AND PARAPROFESSIONALS WITHIN THE DESIGNATED STATE UNIT, PARTICULARLY WITH RESPECT TO ASSESSMENT, VOCATIONAL COUNSELING, JOB PLACEMENT, AND REHABILITATION TECHNOLOGY, INCLUDING TRAINING IMPLEMENTED IN COORDINATION WITH ENTITIES CARRYING OUT STATE PROGRAMS UNDER SECTION 4 OF THE ASSISTIVE TECHNOLOGY ACT OF 1998; AND

Upon hire, VR ensures all rehabilitation professionals and paraprofessionals develop the skills and abilities necessary to assist individuals with disabilities in achieving competitive integrated employment in the evolving labor force by requiring completion of training in the following training topics:

- Referral, Application, and Intake;
- Informed Choice and Vocational Counseling;
- Eligibility and Order of Selection;
- VR Services;
- IPE Planning and Development;
- Job Readiness;
- Managing the Electronic Case File;
- Voter Registration;
- Disability Awareness;
- Ticket to Work;
- Assessments;
- Case Closure;
- WIOA Law and Regulations;
- Strengthening Communications;
- Customer Service Excellence;
- WIOA Partners and Programs;
- Exploring Career Pathways;
- Americans with Disabilities Act (ADA);
- Limited English Proficiency;
- Fair Labor Standards;
- Diversity; and
- Records Management.

In addition to new hire training, VR maintains a long-standing ISA with the University of Arizona to provide graduate level coursework for VR staff seeking to meet requirements to sit

for the CRC exam. As of PY 2019, the agreement has expanded to include the provision of quarterly workshops for all VR staff regarding relevant rehabilitation topics such as motivational interviewing, counseling techniques, and medical aspects of disability. CRC credits will be available for workshop participants.

VR also maintains a contract with the Arizona Center for the Blind and Visually Impaired (ACBVI) to provide training and resource development to staff, including partner agency staff, in the area of assistive technology. Staff attend the annual Assistive Technology conference, a collaboration between VR and Arizona Technology Access Program (AzTAP), to learn about assistive technology through hands-on experience. Additional conferences are available throughout the year to educate staff on specific disability populations, cultural awareness including Native American culture, and transition services.

To further assist in the understanding of employer needs, current labor market trends, and on the job accommodations, the Employer Outreach Representatives host conference calls with employers once per month. During these calls, VR staff and employers exchange information regarding employer needs, how to best prepare clients to meet those needs, available accommodations, available training opportunities, and tips for getting clients hired into permanent employment.

VR staff have always been encouraged to participate in internal and external professional development opportunities. As of PY 2019, DES has set a performance standard requiring all staff to participate in a minimum of 32 hours of professional development per year. Achievement of this standard is part of the employee performance appraisal. DES supports all staff in achieving the standard by providing enhanced professional development and training opportunities via the LinkedIn platform.

#### **B. PROCEDURES FOR THE ACQUISITION AND DISSEMINATION OF SIGNIFICANT KNOWLEDGE FROM RESEARCH AND OTHER SOURCES TO DESIGNATED STATE UNIT PROFESSIONALS AND PARAPROFESSIONALS.**

Materials and information relevant to the field of rehabilitation are disseminated to staff in various training sessions, through email, provided at the local offices, and listed on the VR intranet. VR makes every effort to have materials and information available in various accessible formats and works diligently with the DES and core partner staff to ensure the greatest extent of accessibility.

#### **5. PERSONNEL TO ADDRESS INDIVIDUAL COMMUNICATION NEEDS**

VR utilizes several mechanisms in order to best serve applicants who use alternate modes of communication or have Limited English Proficiency. The Arizona state personnel system facilitates the recruitment of qualified bilingual and American Sign Language certified staff. These efforts continue to increase the number of employees who communicate in multiple languages. All staff are trained to serve individuals with Limited English Proficiency and have received supplemental instruction specific to VR Limited English Proficiency policies and procedures.

VR contracts with multiple vendors who can assist in face to face translation/interpretation, Video Remote Interpreting (VRI), language phone line translation/interpretation and written translation of critical documents.



Video phones are available in local offices to provide Video Relay Services (VRS) for phone calls and teleconference meetings. All VR materials can be made available in alternative formats and are consistently made available in large print and Spanish. Each district has access to Braille materials and the ability to provide print material in alternative languages and formats per client and staff request. Staff is provided with accessible computers, software, note takers, and other devices as needed.

VR maintains training sites throughout the state. Each training site is equipped with accessible computers, software and other devices as needed for accommodation purposes. Assistive listening and visual aid devices and other equipment and software are provided at all training sessions upon request from training participants.

## 6. COORDINATION OF PERSONNEL DEVELOPMENT UNDER THE INDIVIDUALS WITH DISABILITIES EDUCATION ACT

VR works closely with the ADE Exceptional Student Services to provide opportunities to remain current in transition policies and procedures. An ISA exists that outlines cross training opportunities between partners. VR and ADE collaborate annually to provide a transition conference which serves to bring the community of providers together to learn about national policies, trends and best practices in serving youth with disabilities. Additionally, VR partners with ADE in providing a web-based career information system named Arizona Career Information System (AzCIS) which allows students, families, education professionals, and VR staff to collaboratively assist students in developing appropriate and viable career goals.

### J. STATEWIDE ASSESSMENT

#### 1. PROVIDE AN ASSESSMENT OF THE REHABILITATION NEEDS OF INDIVIDUALS WITH DISABILITIES RESIDING WITHIN THE STATE, PARTICULARLY THE VR SERVICES NEEDS OF THOSE:

##### A. WITH THE MOST SIGNIFICANT DISABILITIES, INCLUDING THEIR NEED FOR SUPPORTED EMPLOYMENT SERVICES;

Arizona partnered with WINTAC to complete the Comprehensive Statewide Needs Assessment (CSNA) in PY 2019. Data was gathered using a variety of methods and sources including survey questionnaires, in-person focus groups and one on one interviews with current and former clients, VR staff, stakeholders and community partners as well as employers. A brief summary of the relevant themes for each population is below.

The following themes emerged in the area of the needs of individuals with the most significant disabilities including their need for supported employment:

- Supported employment and customized employment need to be further developed in Arizona in order to meet the needs of individuals with the most significant disabilities.
- Staff and providers need ongoing and regular training in SE and CE.
- Transportation remains the most significant need of consumers served by VR, and this is especially true in rural areas.
- The fear of benefit loss adversely affects the return-to-work behavior of Social Security beneficiaries served by VR. They do not understand the work incentive system and express a desire to go to work at a level that keeps them eligible for benefits. Consequently, many pursue part-time work in lower paying jobs that do not lead to self-sufficiency.

- Consumers need to develop self-advocacy skills in order to help address the misperceptions and bias of employers.

#### B. WHO ARE MINORITIES;

The following themes emerged in the area of the needs of individuals with disabilities from different ethnic groups, including individuals who may have been unserved or underserved by VR:

- Native Americans with disabilities were the most frequently cited group as being potentially underserved by VR. There are five American Indian Vocational Rehabilitation Services (AIVRS) programs in the State. Collaboration between VR and the AIVRS programs has fluctuated throughout the years.
- The need for work skills, education, training and rehabilitation professionals that speak their language were the most frequently noted needs of individuals from diverse cultures.

#### C. WHO HAVE BEEN UNSERVED OR UNDERSERVED BY THE VR PROGRAM;

As stated in j(1)(B), the following themes emerged in the area of the needs of individuals with disabilities from different ethnic groups, including individuals who may have been unserved or underserved by VR:

- Native Americans with disabilities were the most frequently cited group as being potentially underserved by VR. There are five American Indian Vocational Rehabilitation Services (AIVRS) programs in the State, and the relationship between VR and the AIVRS programs has fluctuated throughout the years.
- The need for work skills, education, training and rehabilitation professionals that speak their language were the most frequently noted needs of individuals from diverse cultures.

#### D. WHO HAVE BEEN SERVED THROUGH OTHER COMPONENTS OF THE STATEWIDE WORKFORCE DEVELOPMENT SYSTEM; AND

The following themes emerged in the area of the needs of individuals with disabilities served through other components of the statewide workforce development system:

- The relationship between VR and the ARIZONA@WORK job centers was frequently described as friendly, but primarily a referral relationship.
- The ARIZONA@WORK job centers struggle to effectively serve individuals with disabilities. The staff are not trained in how to serve individuals with varying types of disabilities and generally refer the consumer to VR when a disability is known.
- Ongoing consistent cross-training between the core partners is needed so that staff are aware of how each other's programs function and what limitations in service exist.
- The core partners in Arizona's Workforce Development System need to develop an accurate and effective method of measuring co-enrollment.

#### E. WHO ARE YOUTH WITH DISABILITIES AND STUDENTS WITH DISABILITIES, INCLUDING, AS APPROPRIATE, THEIR NEED FOR PRE-EMPLOYMENT TRANSITION SERVICES OR OTHER TRANSITION SERVICES.

The following themes emerged in the area of the needs of youth and students with disabilities in transition:

- VR has a history of making a strong commitment to serving youth with disabilities and has several Transition School-to-Work (TSW) contracts across the State that serve students with disabilities.
- All five required pre-employment transition services represent significant rehabilitation needs of students with disabilities in Arizona, with work-based learning experiences being the most significant and important need.
- Transportation is a major barrier for students and their ability to experience work.
- The need for work skills, soft skills, education and training, self-advocacy training and increased self-determination were repeatedly noted as needs for all youth, not just students with disabilities receiving pre-employment transition services.

## 2. IDENTIFY THE NEED TO ESTABLISH, DEVELOP, OR IMPROVE COMMUNITY REHABILITATION PROGRAMS WITHIN THE STATE; AND

Results of the CSNA indicate that the need for VR to develop service providers is greatest in the rural areas of the state with the focus being on supported and customized employment services. Results also indicated a need for providers that can sign and have experience working with Deaf and Deaf-Blind individuals.

VR recently began using a new Managed Services vendor system (Knowledge Services) that serves as a broker for some services with CRPs. The success of this model is unclear because it is so new, but the hope is that VR will be able to quickly recruit new vendors in different service areas to meet the needs of clients around the state.

## 3. INCLUDE AN ASSESSMENT OF THE NEEDS OF INDIVIDUALS WITH DISABILITIES FOR TRANSITION CAREER SERVICES AND PRE-EMPLOYMENT TRANSITION SERVICES, AND THE EXTENT TO WHICH SUCH SERVICES ARE COORDINATED WITH TRANSITION SERVICES PROVIDED UNDER THE INDIVIDUALS WITH DISABILITIES EDUCATION ACT

See j(1)(E) above for assessment of need.

Under the umbrella of the Intergovernmental Agreement (IGA) with the Arizona Department of Education (ADE), VR provides coordinated transition services to all secondary schools throughout the state. VR also has 32 TPCAs with Public Education Agencies (PEA)s to provide enhanced transition services. These agreements provide a solid structure and foundation for the provision of transition services to students beginning in high school and allow for a seamless transition to postsecondary endeavors.

VR works to engage students as early as possible within their high school experience for the purpose of developing an Individualized Plan for Employment (IPE) before the student exits school. VR staff assists in the identification of an employment goal which is commensurate with the students' abilities, weakness, and disability related factors. VR, in conjunction with the school, provides opportunities for students to engage in pre-employment transition activities. These activities include career shadowing and exploration, work adjustment trainings, disability adjustment services, and exploration of postsecondary education and training options while in high school. Services are provided to help prepare the student to successfully transition from high school to postsecondary education or training if appropriate, and competitive, integrated employment.

## K. ANNUAL ESTIMATES

### 1. THE NUMBER OF INDIVIDUALS IN THE STATE WHO ARE ELIGIBLE FOR SERVICES

According to the 2019 Annual Disability Statistics Compendium, approximately 937,404 individuals with a disability live within a community in Arizona. Out of the total number of individuals with disabilities in Arizona, 41,150 persons are aged 5-17 and 449,009 persons aged 18-64. Of the 449,009 person aged 18-64 with a disability, 31.3 percent or 173,613 were employed.

For FFY 2020, an estimated 18,361 individuals with disabilities will be eligible for services. For FFY 2021, an estimated 18,479 individuals with disabilities will be eligible for services.

### 2. THE NUMBER OF ELIGIBLE INDIVIDUALS WHO WILL RECEIVE SERVICES UNDER:

#### A. THE VR PROGRAM;

For FFY 2020, an estimated 18,361 individuals with disabilities who will meet the Order of Selection criteria will receive a range of VR services. Approximately 6,686 applications will be received of which 6,132 may be determined eligible for services. Of the 6,132 eligible individuals, VR approximates that 2,256 will be students with disabilities.

For FFY 2021, an estimated 18,479 individuals with disabilities who will meet the Order of Selection criteria will receive a range of VR services. Approximately 6,626 applications will be received of which 6,110 may be determined eligible for services. Of the 6,110 eligible individuals, VR approximates that 2,287 will be students with disabilities.

#### B. THE SUPPORTED EMPLOYMENT PROGRAM; AND

For FFY 2020, an estimated 980 of the 6,132 individuals eligible for VR services will receive Supported Employment services.

For FFY 2021, an estimated 1,029 of the 6,110 individuals eligible for VR services will receive Supported Employment services.

#### C. EACH PRIORITY CATEGORY, IF UNDER AN ORDER OF SELECTION.

FFY 2020:

- 16,599 priority 1 individuals, eligible individuals with the most significant disabilities, will receive services.
- 1,422 priority 2 individuals, individuals with severe disabilities, will receive services.
- 340 priority 3 individuals, all other eligible individuals, will receive services.

FFY 2021:

- 16,636 priority 1 individuals, eligible individuals with the most significant disabilities, will receive services.
- 1,473 priority 2 individuals, individuals with severe disabilities, will receive services.
- 370 priority 3 individuals, all other eligible individuals, will receive services.

Clarification and definitions on the priority categories can be found in section M(2)(E).

**3. THE NUMBER OF INDIVIDUALS WHO ARE ELIGIBLE FOR VR SERVICES, BUT ARE NOT RECEIVING SUCH SERVICES DUE TO AN ORDER OF SELECTION; AND**

In FFY 2020, VR does not anticipate having individuals experience any delay in beginning services due to being placed on an OOS waitlist:

0 priority 1 individuals, individuals with the most significant disabilities, are not receiving services due to an order of selection

0 priority 2 individuals, individuals with significant disabilities, are not receiving services due to an order of selection.

0 priority 3 individuals, all other eligible individuals, are not receiving services due to an order of selection.

In FFY 2021, VR does not anticipate having individuals experience any delay in beginning services due to being placed on an OOS waitlist:

0 priority 1 individuals, individuals with the most significant disabilities, are not receiving services due to an order of selection

0 priority 2 individuals, individuals with significant disabilities, are not receiving services due to an order of selection.

0 priority 3 individuals, all other eligible individuals, are not receiving services due to an order of selection.

Clarification and definitions on the priority categories can be found in section M(2)(E) below.

**4. THE COST OF SERVICES FOR THE NUMBER OF INDIVIDUALS ESTIMATED TO BE ELIGIBLE FOR SERVICES. IF UNDER AN ORDER OF SELECTION, IDENTIFY THE COST OF SERVICES FOR EACH PRIORITY CATEGORY.**

**FFY 2020**

Priority Category	Clients Served	Average cost per client	Cost
1	16,599	\$2,354	\$39,065,982
2	1,422	\$882	\$1,254,697
3	340	\$884	\$300,842
Total	18,361	\$2,212	\$40,621,521

**FFY 2021**

Priority Category	Clients Served	Average cost per Client	Cost
1	16,636	\$2,333	\$38,808,478
2	1,473	\$746	\$1,098,700
3	370	\$676	\$250,000
Total	18,479	\$2,186	\$40,157,178

## L. STATE GOALS AND PRIORITIES

### 1. IDENTIFY IF THE GOALS AND PRIORITIES WERE JOINTLY DEVELOPED AND AGREED TO BY THE STATE VR AGENCY AND THE STATE REHABILITATION COUNCIL, IF THE STATE HAS A COUNCIL, AND JOINTLY AGREED TO ANY REVISIONS

The State Rehabilitation Council (SRC) and VR partnered in the development of the goals and priorities stated in this section. Results from the Comprehensive Statewide Needs Assessment as well as internal Client Satisfaction surveys were also considered in the development of the goals and priorities.

The state goals and priorities for the VR and Supported Employment programs are centered on continuing to implement WIOA as well as continuing efforts to develop effective and efficient strategies which assist in the successful outcomes of individuals with disabilities.

### 2. IDENTIFY THE GOALS AND PRIORITIES IN CARRYING OUT THE VR AND SUPPORTED EMPLOYMENT PROGRAMS

#### **Goal 1: Increase employment outcomes for individuals with the most significant disabilities.**

Strategies include:

- Capitalize on Arizona's Employment First Executive Order (2017-08) to educate and inform stakeholders, job seekers, staff, and employers about the services and supports available to support individuals with disabilities in employment.
- Partner with DDD to increase staff knowledge regarding employment services available to individuals with significant disabilities and how to refer individuals to the VR Program.
- Continue to research, pilot, and implement customized and supported employment best practices across the state.

#### **Goal 2: Increase client satisfaction with the VR Program.**

Strategies include:

- Ensure all staff complete internal 'Customer Service Excellence' training.
- Engage professional development organizations to assist VR in evaluating the agency's customer service needs and establishing agency-wide expectations for the delivery of customer service to clients, vendors, staff, employers, etc.
- Partner with SRC to revise existing Client Satisfaction survey questions and explore new methods for data collection.
- Explore opportunities to recognize and reinforce the provision of excellent customer service.

#### **Goal 3: Increase knowledge and abilities of ARIZONA@WORK job center staff to ensure all programs are accessible for individuals with disabilities.**

Strategies include:

- Provide consultation on appropriate assistive technology equipment and software.
- Connect ARIZONA@WORK job center staff to disability resources.
- Utilize Business Outreach Representatives to further educate employers about the benefits of workforce diversification.

### 3. ENSURE THAT THE GOALS AND PRIORITIES ARE BASED ON AN ANALYSIS OF THE FOLLOWING AREAS:

#### A. THE MOST RECENT COMPREHENSIVE STATEWIDE ASSESSMENT, INCLUDING ANY UPDATES;

An extensive process consisting of multiple surveys, focus groups, review of various data elements, comprehensive statewide assessment results, and performance indicators provided insight and guidance into the development of the State's goals and priorities for the DES/ VR and Supported Employment programs.

A comprehensive statewide assessment was conducted during PY 2019 to assist with the development of the state goals and priorities.

#### B. THE STATE'S PERFORMANCE UNDER THE PERFORMANCE ACCOUNTABILITY MEASURES OF SECTION 116 OF WIOA; AND

Achievement of the state goals will support the achievement of the performance accountability measures.

The following activities will be pursued to implement an effective process to capture the required data and supporting documentation necessary to improve performance Measurable Skills Gains (MSG) and Credential Attainment:

- Identify gaps in data entry;
- Continue to engage with case management system developers to enhance ability to enter data effectively and efficiently;
- Provide training to all staff with data entry responsibilities on the various data sets that are required in order to appropriately capture MSG and Credential Attainment;
- Develop guidance documents for staff to assist with accurate data entry, specifically targeting MSG and Credential Attainment; and
- Conduct ongoing evaluation of 911 quarterly data submissions to adjust training and guidance as necessary.

Upon successful implementation of the activities to implement effective processes to capture the required data and supporting documentation for MSG and Credential Attainment, Arizona VR staff will begin implementing activities to improve the data entry and reporting for the remaining performance measures.

VR has an intensive Technical Assistance agreement with the Workforce Innovation Technical Assistance Center (WINTAC) and will continue to access the support of this team to assist with identifying data gaps and opportunities for improved training for staff.

#### C. OTHER AVAILABLE INFORMATION ON THE OPERATION AND EFFECTIVENESS OF THE VR PROGRAM, INCLUDING ANY REPORTS RECEIVED FROM THE STATE REHABILITATION

COUNCIL AND FINDINGS AND RECOMMENDATIONS FROM MONITORING ACTIVITIES  
CONDUCTED UNDER SECTION 107.

VR was monitored in March 2018 and is awaiting the final monitoring report.

VR partners with the SRC to survey random samplings of clients throughout the year on their satisfaction with the VR Program. Survey results from SFY 2019 show that 58 percent of survey respondents are satisfied with the overall VR Program. Length of time to receive services and challenges working with VR staff were identified as the top two reasons for dissatisfaction with the VR Program.

To increase the number of individuals with significant disabilities obtaining outcomes, Arizona continues to align goals and strategies with partner with entities such as DDD, AHCCCS, Employment First, Arizona Developmental Disabilities Planning Council (ADDPC), Arizona Association for Providers of People with Disabilities (AAPPD), ADE, and Sonoran UCEDD. Together, the state continues to explore innovative mechanisms for braiding funding and opportunities to increase staff and provider skills related to serving individuals with the most significant disabilities.

M. ORDER OF SELECTION

1. WHETHER THE DESIGNATED STATE UNIT WILL IMPLEMENT AND ORDER OF SELECTION.  
IF SO, DESCRIBE:

A. THE ORDER TO BE FOLLOWED IN SELECTING ELIGIBLE INDIVIDUALS TO BE PROVIDED VR  
SERVICES

Regulations require an organized and equitable method for serving groups of individuals with disabilities in a priority order if all eligible individuals cannot be served due to a lack of resources. VR has established an Order of Selection based on the number of functional limitations to employment, caused by the disabling condition(s) in combination with the number of VR services needed to address the identified limitations. Individuals in Priority Category 1 (Most Significantly Disabled) are served first. Individuals within each subsequent category are served based on application date as funds become available.

Priority Category 1: Eligible individuals with the most significant disabilities

An individual with a severe physical or mental impairment that seriously limits three or more functional capacities (such as mobility, communication, self-care, self-direction, interpersonal skills, work tolerance, or work skills) in the context of an employment outcome; and whose VR can be expected to require multiple VR services over an extended period of time (6 months or longer).

Priority Category 2: Individuals with significant disabilities

An individual with a severe physical or mental impairment that seriously limits one or more functional capacities (such as mobility, communication, self-care, self-direction, interpersonal skills, work tolerance, or work skills) in terms of an employment outcome; whose VR can be expected to require multiple VR services over an extended period of time (6 months or longer).

Priority Category 3: All other eligible individuals

An individual with a physical or mental impairment that seriously limits at least one functional capacity (such as mobility, communication, self-care, self-direction, interpersonal skills, work



tolerance, or work skills) in terms of an employment outcome and whose vocational rehabilitation can be expected to require at least one vocational rehabilitation service.

As of March 2020, VR is maintaining an Order of Selection but is serving all eligible individuals without a waiting period. Current fiscal forecasting predicts that VR will be able to continue to provide planned services to all eligible individuals without delay for FFY 2020 and FFY 2021. Staffing levels are anticipated to remain stable and suitable to continue to provide the necessary client services.

#### B. THE JUSTIFICATION FOR THE ORDER

Arizona VR implemented an Order of Selection in State Fiscal Year 2009 due to a significant reduction in state appropriations. State appropriation levels have remained consistent since 2009.

#### C. THE SERVICE AND OUTCOME GOALS

Currently, all clients determined eligible begin to receive services immediately with the outcome of successful employment. VR began a systematic release of clients from Priority 2 in November 2016 and started removing clients from Priority 3 in June 2019. VR completes fiscal forecasting on a monthly basis and, as of March 2020, is able to serve all eligible clients without delay. Arizona's goal for FFY 2020 and FFY 2021 is to maintain the fiscal stability and staff capacity that will allow us to continue to serve all incoming applicants without utilizing a waitlist.

Projections for FFY 2020:

	# Eligible Individuals who will receive services	# Closures with Employment
Priority 1	16,599	1,496
Priority 2	1,422	120
Priority 3	340	17

Projections for FFY 2021:

	# Eligible Individuals who will receive services	# Closures with Employment
Priority 1	16,636	1,451
Priority 2	1,473	121
Priority 3	370	82

2019 Program Year Service and Outcome Goals included the following:

- Reduced the waitlist from 1,507 to 224 and fully able to serve all eligible individuals without delay beginning March 2020.
- Increased the number of Individualized Plans for Employment written by 3.7%.
- Increased the number of Job Placements by 10.6%.
- Increased the number of Exits with Employment by 7.3%.
- Reduced the average number of days from application to eligibility by 16.6 days

D. TIME WITHIN WHICH THESE GOALS MAY BE ACHIEVED FOR INDIVIDUALS IN EACH  
PRIORITY CATEGORY WITHIN THE ORDER; AND

Based on FFY2020

VR foresees being able to serve individuals in Priority 1, 2 and 3 with no delay for the foreseeable future. It is predicted that individuals in Priority 1 will be in services for approx. 24 months with a cost of \$4,708 and Priority 2 clients will be in service for approx. 18 months with a cost of \$1,323. It is predicted that individuals in Priority 3 will be in service for approx. 12 months with a cost of \$884.

Based on FFY2021

VR foresees being able to serve individuals in Priority 1, 2 and 3 with no delay for the foreseeable future. It is predicted that individuals in Priority 1 will be in services for approx. 24 months with a cost of \$4,666 and Priority 2 clients will be in service for approx. 18 months with a cost of \$1,119. It is predicted that individuals in Priority 3 will be in service for approx. 12 months with a cost of \$676.

E. HOW INDIVIDUALS WITH THE MOST SIGNIFICANT DISABILITIES ARE SELECTED FOR  
SERVICES BEFORE ALL OTHER INDIVIDUALS WITH DISABILITIES

VR has established an Order of Selection based on the number of functional limitations to employment, caused by the disabling condition(s) in combination with the number of VR services needed to address the identified limitations.

Individuals in Priority Category 1 (Most Significantly Disabled) are served first. Individuals within each category are served based on application date as funds become available.

Priority Category 1: Eligible individuals with the most significant disabilities

An individual with a severe physical or mental impairment that seriously limits three or more functional capacities (such as mobility, communication, self-care, self-direction, interpersonal skills, work tolerance, or work skills) in the context of an employment outcome; and whose VR can be expected to require multiple VR services over an extended period of time (6 months or longer).

Priority Category 2: Individuals with significant disabilities

An individual with a severe physical or mental impairment that seriously limits one or more functional capacities (such as mobility, communication, self-care, self-direction, interpersonal skills, work tolerance, or work skills) in terms of an employment outcome; whose VR can be expected to require multiple VR services over an extended period of time (6 months or longer).

Priority Category 3: All other eligible individuals

2. IF THE DESIGNATED STATE UNIT HAS ELECTED TO SERVE ELIGIBLE INDIVIDUALS,  
REGARDLESS OF ANY ESTABLISHED ORDER OF SELECTION, WHO REQUIRE SPECIFIC  
SERVICES OR EQUIPMENT TO MAINTAIN EMPLOYMENT

VR has chosen not to serve eligible individuals, regardless of established Order of Selection, who require specific services or equipment to maintain employment. The state will continue to examine the appropriateness of serving individuals who need specific equipment to maintain employment as the OOS waitlist continues to decrease.

N. GOALS AND PLANS FOR DISTRIBUTION OF TITLE VI FUNDS

1. SPECIFY THE STATE'S GOALS AND PRIORITIES FOR FUNDS RECEIVED UNDER SECTION 603 OF THE REHABILITATION ACT FOR THE PROVISION OF SUPPORTED EMPLOYMENT SERVICES

As stated in (l)(2) of this plan:

Goal 1: Increase employment outcomes for individuals with the most significant disabilities.

Strategies include:

- Capitalize on Arizona's Employment First Executive Order to educate and inform stakeholders, job seekers, staff, and employers about the services and supports available to support individuals with disabilities in employment.
- Partner with the DDD to increase staff knowledge regarding employment services available to individuals with disabilities and how to refer individuals to the VR Program.
- Continue to research, pilot, and implement customized and supported employment best practices across the state.

In addition to the cooperative agreements with AHCCCS and the DDD regarding the provision of supported employment and extended supported employment services (funded by Arizona's medicaid system (AHCCCS) unless the individual does not qualify for AHCCCS supports and is not younger than 14 and not older than 24, in which case VR may fund extended supported employment for up to four years or until the age of 25) for individuals with behavioral health needs and developmental disabilities, VR works collaboratively with various entities as detailed throughout this plan, to support system change that will lead to more opportunities and increased support for individuals with significant disabilities who want to enter the workforce.

2. DESCRIBE THE ACTIVITIES TO BE CONDUCTED, WITH FUNDS RESERVED PURSUANT TO SECTION 603(D), FOR YOUTH WITH THE MOST SIGNIFICANT DISABILITIES, INCLUDING:

A. THE PROVISION OF EXTENDED SERVICES FOR A PERIOD NOT TO EXCEED 4 YEARS; AND

As stated in (n)(1), VR's goal is the increase employment outcomes for individuals with the most significant disabilities through various methods including: education and training of community partners, staff, stakeholders, employers, etc.; increased collaboration with the Division of Developmental Disabilities (DDD) to educate staff and clients about opportunities for competitive integrated employment and increase referrals to VR; and the identification and implementation of best practices regarding customized and supported employment via continued work with the Workforce Innovation Technical Assistance Center (WINTAC) and participation in both the Supported Employment and Customized Employment community of practices.

VR consistently collects and analyzes many data points in order to assess progress toward meeting this goal. Data collected includes the number of referrals coming from partner agencies such as DDD, behavioral health and schools; the number of clients in supported employment plans; the types and costs of services provided to clients in supported employment; and the number of outcomes and average wage of individuals who successfully achieve supported employment outcomes. VR has teams of staff dedicated to working with individuals and youth with developmental disabilities, individuals and youth with behavioral health needs, and youth in transition. Staff monitor supported employment and extended supported employment activities and data on a consistent basis and problem solve to address deficiencies.

VR is utilizing 50 percent of the funds received for the provision of supported employment services and has set aside 50 percent of the funds received under Section 603 of the

Rehabilitation Act for the provision of services specific to youth with the most significant disabilities. Funds will be used to support youth in supported employment for up to 24 months (or longer with an exception) and to provide extended supported employment services for youth who do not have other forms of support for 4 years or till the age of 25. VR will utilize funds reserved under 603(d) to pay contracted Community Rehabilitation Providers (CRPs) to provide supported employment services including long-term job coaching and extended services.

Dissemination of information to staff, clients, and community partners regarding the changes made by WIOA are continuous. Information regarding the Supported Employment funds reserved for youth with the most significant disabilities and the ability to provide extended services for up to four years will continue to be promoted as VR collaborates with DDD and ADE to increase staff awareness of pre-employment transition services and supported, customized, and extended supported employment opportunities.

Active agreements with AHCCCS and DDD prove to be vital for the seamless transition from VR supported services to extended supports provided by an alternate funding source. VR will continue to actively pursue opportunities which will allow the state to leverage public and private funds in order to increase resources and serve youth with the most significant disabilities.

#### **B. HOW THE STATE WILL LEVERAGE OTHER PUBLIC AND PRIVATE FUNDS TO INCREASE RESOURCES FOR EXTENDED SERVICES AND EXPANDED SUPPORTED EMPLOYMENT OPPORTUNITIES FOR YOUTH WITH THE MOST SIGNIFICANT DISABILITIES.**

As stated throughout this plan:

VR provides information to local Councils of Government (COG) regarding current client needs and service/provider information as requested during the Social Service Block Grant (SSBG) planning process. VR manages any resources allocated for extended employment support services, ensuring the funds are utilized to support individuals with the most significant disabilities who need extended employment supports to maintain employment. VR contracts with CRPs to provide the extended support services and monitors the providers to ensure quality service provision and contract compliance.

VR also has established six MOU agreements with local providers for the provision of ongoing Partnership Plus services. Dedicated VR staff continues to encourage provider agencies to become Employment Networks through the Social Security Ticket to Work program. Provider agencies will then provide extended supports following the successful conclusion of VR services to clients who are Ticket to Work participants.

VR engages with the ADE to provide transition services to secondary students across the state. This active engagement has allowed VR to cultivate 32 Third Party Cooperative Agreements to provide enhanced transition services and numerous other connections with local schools statewide. VR and the ADE have implemented a data sharing agreement to support both parties in identifying, referring, and providing services to youth with the most significant disabilities.

#### **O. STATE'S STRATEGIES**

##### **1. THE METHODS TO BE USED TO EXPAND AND IMPROVE SERVICES TO INDIVIDUALS WITH DISABILITIES**

In the continuing effort to expand and improve services to individuals with disabilities VR will maintain, and expand as appropriate, cooperative agreements and contracts with the following entities:

- LWDBs and coordination with ARIZONA@WORK Job Centers;
- AHCCCS;
- Tribal entities, including the Native American 121 programs;
- DDD;
- ADE;
- Spinal and Head Injury Council; and
- CRPs.

To promote persons with disabilities working in Arizona, the VR Program provides all clients with access to Disability Benefits 101 (DB101). DB101 is an online tool that provides individuals with information on health coverage, benefits, and employment, as well as tools to explore how benefits may be impacted by employment wages. The DB101 site includes information specifically for young adults who are learning to manage school, benefits, and work, and provides tips for parents regarding how to assist their young adult to make informed work/life choices.

DES continues to use the AMS principles and tools to develop a framework of standard policies, processes, and procedures to ensure the VR Program is fulfilling the department's objectives and goals: matching employers with qualified job seekers and increasing labor force participation by serving all eligible individuals and employers who are seeking services. This results-driven management system focuses on delivering value added customer service, tiered accountability models, and engaging in continuous improvement practices.

## **2. HOW A BROAD RANGE OF ASSISTIVE TECHNOLOGY SERVICES AND DEVICES WILL BE PROVIDED TO INDIVIDUALS WITH DISABILITIES AT EACH STAGE OF THE REHABILITATION PROCESS AND ON A STATEWIDE BASIS**

Assistive technology devices and services are offered to clients throughout the rehabilitation process through a statewide network of qualified contractors. VR employs a Statewide Assistive Technology Coordinator who is available to provide consultation and technical assistance to staff, staff, and contractors. The VR Program is actively engaged with AzTAP for the purposes of exploring opportunities to provide and expand access to assistive technology equipment to individuals with disabilities who are seeking employment in the State of Arizona.

Title IV will provide assistance, guidance, and training resources to help ARIZONA@WORK job centers ensure accessibility for individuals with disabilities.

VR will continue explore agreements and opportunities which will allow the program to enhance early identification of assistive technology needs and provision of assistive technology throughout the rehabilitation process.

## **3. THE OUTREACH PROCEDURES THAT WILL BE USED TO IDENTIFY AND SERVE INDIVIDUALS WITH DISABILITIES WHO ARE MINORITIES, INCLUDING THOSE WITH THE MOST SIGNIFICANT DISABILITIES, AS WELL AS THOSE WHO HAVE BEEN UNSERVED OR UNDERSERVED BY THE VR PROGRAM**

- VR staff participate in quarterly meetings with the Arizona Tribal 121 programs to collaborate and serve individuals on reservations who may have traditionally been unserved or underserved by the VR Program.
- VR, DDD, and behavioral health clinic staff participate in various meetings and events to facilitate relationship-building and information sharing throughout the year.
- VR staff are assigned to high schools throughout the state and present information about the VR Program to parents, students and staff on a regularly occurring basis.
- VR staff present about VR at conferences such as the Statewide Transition Conference, Vision Rehabilitation Assistive Technology Expo (VRATE), Institute Human Development, Raising Special Kids Symposium, Assistive Technology Conference, etc. Staff also host tables at local conferences, transition events, and job fairs.
- Active participation with the various Councils throughout the state such as the State Independent Living Council, Governor's Councils for Blind/Visually Impaired and Spinal and Head Injuries and Disability Planning Council assists helps to disseminate information across a broad network of community stakeholders.
- The VR Program utilizes department public information staff to develop and disseminate information on social media sites which promote disability awareness, local disability and employment events, and the VR Program.
- The VR Program supports Governor Ducey's Second Chance Center Initiative to provide inmates with pre and post-release employment services by working closely with correctional facility staff and inmates prior to and post-release to ensure a stable employment outcome.

#### 4. THE METHODS TO BE USED TO IMPROVE AND EXPAND VR SERVICES FOR STUDENTS WITH DISABILITIES, INCLUDING THE COORDINATION OF SERVICES DESIGNED TO FACILITATE THE TRANSITION OF SUCH STUDENTS FROM SCHOOL TO POSTSECONDARY LIFE (INCLUDING THE RECEIPT OF VR SERVICES, POSTSECONDARY EDUCATION, EMPLOYMENT, AND PRE-EMPLOYMENT TRANSITION SERVICES)

The VR Program has contracted with CRPs across the state to provide pre-employment transition services and continues to encourage new entities to engage in service provision. These services are geared to provide all potentially eligible students with disabilities information related to exploring careers and opportunities to enroll in postsecondary educational opportunities, developing workplace readiness and self-advocacy skills and experiencing work-based learning opportunities. In addition to contracting with CRPs to provide pre-employment transition services, VR staff across the state have been trained to provide pre-employment transition services workshops in their LWDAs.

VR and ADE/ESS staff continue to work together to ensure that students with disabilities are successfully transitioning from secondary education to postsecondary endeavors. VR has assigned staff statewide to all public high schools and charters, to increase outreach to schools across Arizona. VR and ADE entered into a data sharing agreement allowing each agency to share data necessary to facilitate the provision of services to transition age students. The data sharing agreement is being used to analyze post-school outcomes for students connected to VR compared to those who were not connected to VR. The data confirms that students who were connected to VR have better post-school outcomes than those who were not. VR utilizes this data when conducting outreach to schools, as a method of encouraging student referrals to VR.

VR is developing and implementing a variety of methods to better engage students with disabilities, both eligible and potentially eligible including;

- An agreement with the Sonoran UCEDD to partner with local schools to assist with the development of community-based Work-Based Learning (WBL) experiences for students with disabilities. Sonoran UCEDD staff, in conjunction with VR, will coordinate with local businesses to develop work sites and train school staff to support students at their worksite. This agreement also includes the development of a paid summer work program for students, who are clients. This will provide additional summer work-based learning opportunities for students and encourage more students to apply for VR, so they can participate in the paid summer work program.

- Collaboration with the Department of Child Safety (DCS) and local schools, on engaging more foster care youth in VR services. VR has developed a community of practice in Tucson, representatives include VR, local schools, DCS, behavioral health and the Sonoran UCEDD. The goal is to develop a system for local schools to identify who their foster care students with disabilities are, so they can connect those youth to Pre-employment transition services and to VR for additional services, as needed. Additional communities of practice are in development statewide to improve collaboration in local communities, for foster care youth.

- Partnership with the State Independent Living Council to provide self-advocacy and self-determination training to youth through Youth Leadership Forums. The Youth Leadership Forums provide youth with an opportunity to increase their self-advocacy skills through a series of unique peer-to-peer training workshops.

VR utilizes a Managed Service Provider (MSP) to act as a broker for several services with CRPs. This enables consistent recruitment of qualified providers to address areas of need across the state. VR also collaborates with various technical assistance centers on the provision of pre-employment transition, transition, supported, and customized employment. VR is receiving technical assistance that includes vendor recruitment, training and monitoring.

VR is working with the Arizona Developmental Disabilities Planning Council and Sonoran University Centers for Excellence in Developmental Disabilities to provide "Job Coach Training" for staff of state agencies and CRPs. Objectives will include an overview of supported and customized employment, hands on training in areas of discovery, assessment, job development, job training, and job supports.

#### 5. IF APPLICABLE, PLANS FOR ESTABLISHING, DEVELOPING, OR IMPROVING COMMUNITY REHABILITATION PROGRAMS WITHIN THE STATE

In 2018, VR established a contract with a Managed Service Provider (MSP) as part of an effort to improve the VR service delivery system. The MSP maintains the contract for various VR services and subcontracts with CRPs across the state. This allows VR clients and vendors have access to an open, continuous, and robust network of services and service providers who can meet the specific needs of individuals with disabilities. VR continues to evaluate the effectiveness of the MSP and the appropriateness of contracting with the MSP for additional services.

VR plans to continue to identify needs and provide resources when possible to support the establishment, development or increasing the ability of CRPs in Arizona. The selected projects and actions will be based on the needs as reflected in the most recent CSNA, SRC client satisfaction survey, and continuing work with the statewide workforce development partners.

Strategies include:

- Increasing communication with CRPs through consistent meetings which involve both the VR and provider staff to discuss contract requirements, expectations, challenges, and resolutions.
- Consistently monitor CRPs performance through onsite and desk contract monitoring.
- Provide training to community rehabilitation providers regarding the provision of VR services and expected outcomes.
- Conduct targeted outreach for providers in areas with identified service gaps.
- Collaborate with SRC to identify CRPs and programs to establish new and varied vendor and liaison relationships.
- Collaborate with community organizations to increase awareness of Arizona VR and advance the mission of the organization.
- Embrace the dual customer approach and partner with business to meet their training, recruitment, hiring, accommodation, and retention needs.
- Reevaluate the method of payments for provider travel to minimize service gaps in rural areas.

#### 6. STRATEGIES TO IMPROVE THE PERFORMANCE OF THE STATE WITH RESPECT TO THE PERFORMANCE ACCOUNTABILITY MEASURES UNDER SECTION 116 OF WIOA

The VR case management system has been modified to include the WIOA data elements needed to collect Common Performance Measure data. The VR Program utilizes the data gathered each quarter to measure current performance and gather data to inform the statistical adjustment model to negotiate target performance.

VR will continue to work with the Workforce Innovation Technical Assistance Center (WINTAC) to explore methods to inform staff about the WIOA performance measures as well as how to best utilize the data to inform program development. Various trainings on the performance measures and how to collect relevant information have been conducted since the establishment of the measures and these training documents are stored in a central location that can be accessed by staff at any time.

Since the implementation of the AMS, VR has developed and piloted several standard work processes and documentation to allow program staff across the state the opportunity to consistently perform common functions. Through the development of standard work and tracking outcome data, VR staff will be able to create a baseline measure from which to identify gaps in performance and opportunities to improve processes.

The VR Program utilizes a system of metrics and scorecards to guide program and staff performance. Metrics are developed to measure critical aspects of compliance and performance as outlined in WIOA as well as performance on key initiatives. Data sets are provided specific to each staff and rolled up into office, region, and statewide metrics. This promotes tiered accountability and provides leadership at all levels the ability to review the data and identify trends and areas for improvement or problem-solving opportunities.

#### 7. STRATEGIES FOR ASSISTING OTHER COMPONENTS OF THE STATEWIDE WORKFORCE DEVELOPMENT SYSTEM IN ASSISTING INDIVIDUALS WITH DISABILITIES



VR contracts with Arizona Center for the Blind and Visually Impaired (ACBVI) to facilitate training and resource development, with a focus on the use of assistive technology for various disabilities and disability awareness, for all staff in the Arizona workforce system and employers. Partner staff can request trainings at any time.

VR key personnel participate on all LWDBs to ensure the needs of individuals with disabilities are always considered. VR staff's active involvement and participation in the decision-making processes at the local level are opportunities to identify potential areas for improvement and service expansion in regional workforce development.

VR staff will continue to participate in staff workshops and training sessions to educate the broader workforce development system staff about the VR Program and services.

#### 8. HOW THE AGENCY'S STRATEGIES WILL BE USED TO:

##### A. ACHIEVE GOALS AND PRIORITIES BY THE STATE, CONSISTENT WITH THE COMPREHENSIVE NEEDS ASSESSMENT;

The strategies identified throughout this section will help the state achieve the goals and priorities stated in (I)(2) of this plan by ensuring:

- Partnerships with other federal/state and community programs are in place and available to support individuals with disabilities via referrals, comparable benefits, and potential long-term employment supports;
- Staff and partners have knowledge, skills, and resources related to Assistive Technology (AT) and are able to effectively engage, with and support clients who require and/or benefit from the use AT in terms of accessing information, programs, and other necessary services;
- Information about the VR program, including the availability of Pre-Employment Transition Services (Pre-ETS) for eligible and potentially eligible students with disabilities is widely available and disseminated through a variety of platforms and methods, especially to tribal, rural, and minority communities; and
- Events, meetings, conferences, etc. are used to conduct outreach, gather information and ideas on how to meet the needs of various populations/communities, and obtain feedback on the performance of the VR program and staff.

##### B. SUPPORT INNOVATION AND EXPANSION ACTIVITIES; AND

The VR Program continues to engage with several federally funded technical assistance centers to support the innovation and expansion activities allowable under WIOA. VR maintains an intensive technical assistance agreement with WINTAC related to performance measures, Pre-Employment Transition Services, and implementation of Section 511- subminimum wage employment. Agreements with the National Technical Assistance Center of Transition and Youth Technical Assistance Center help VR to address needs related to improving and expanding service delivery to potentially eligible students and youth with disabilities.

Arizona will continue to support the SRC and the State Independent Living Council in joint efforts to support and expand services to individuals with disabilities. Arizona continues to work with existing and new partners to identify opportunities to increase access and participation in the VR and supported employment programs.

Strategies include:

- Identification of new and innovative practices related to the provision of pre-employment transition services.
- Identification of opportunities to utilize assistive technologies in order to facilitate client participation from rural areas or for those clients who face transportation challenges.
- Expand professional development activities for both staff and CRPs.
- Develop agreements with state workforce development entities to provide services to job seekers with disabilities.

**C. OVERCOME IDENTIFIED BARRIERS RELATING TO EQUITABLE ACCESS TO AND PARTICIPATION OF INDIVIDUALS WITH DISABILITIES IN THE STATE VR SERVICES PROGRAM AND THE STATE SUPPORTED EMPLOYMENT SERVICES PROGRAM.**

As described in various sections of this plan, VR will continue to assist ARIZONA@WORK job centers and staff to learn best practices for serving individuals with disabilities by providing access to resources and training related to disability awareness and assistive technology.

VR will continue to enhance the partnership with DDD and will focus on building a team dedicated to collaborating with DDD to increase referrals to the VR Program and serving mutual clients. VR will continue to participate on the Employment First Steering committee as well as the Home and Community Based Services (HCBS) rules implementation committee to help guide and facilitate systems change.

VR is currently partnering with multiple technical assistance centers, DDD, AHCCCS, ADE, and DCS to develop and implement a Customized Employment (CE) pilot project regarding the identification of best practices for CE in rural communities. Pilot is estimated to begin in January 2020.

**P. EVALUATION AND REPORTS OF PROGRESS: VR AND SUPPORTED EMPLOYMENT GOALS**

**1. AN EVALUATION OF THE EXTENT TO WHICH THE VR PROGRAM GOALS DESCRIBED IN THE APPROVED VR SERVICES PORTION OF THE UNIFIED OR COMBINED STATE PLAN FOR THE MOST RECENTLY COMPLETED PROGRAM YEAR WERE ACHIEVED. THE EVALUATION MUST:**

**A. IDENTIFY THE STRATEGIES THAT CONTRIBUTED TO THE ACHIEVEMENT OF THE GOALS**

**Goal 1: Rehabilitation Services staff will be valued as accountable professionals**

**Objective 1.1: Provide ten professional development opportunities to staff.**

- Outcome: Achieved
  - Strategies for achievement: Intensive Technical Assistance agreement with WINTAC; improved relationships and increased collaboration with internal policy unit and external sources such as the State Attorney General's office resulted in workshops for staff on topics such as IPE development and Appeals; maintenance of ISA with University of Arizona for the provision of graduate level coursework.
    - Activities: Presented general information on WIOA, performance measures, and data entry across the state, utilized outside and professional sources for professional development opportunities, and continued to collaborate with University of Arizona to provide access to graduate level coursework for counseling staff.

Objective 1.2: Increase staff recognition opportunities.

- Outcome: Achieved. Implementation of tiered scorecards and detailed monthly reports provided opportunities to recognize staff for meeting or exceeding expectations. Utilized Department of Economic Security platforms to recognize team members for contribution to larger Departmental activities and send social eCards to staff.
  - Strategies for achievement: DES implemented a statewide employee recognition program that allows individuals to send thank you notes and birthday or anniversary cards, nominate individuals for employee of the month, and nominate teams/offices for team awards. VR has also started recognizing individual employees and local offices for meeting eligibility and IPE timelines as well as for achieving high job placements.

Goal 2: Rehabilitation Services will deliver high quality services to persons with disabilities.

Objective 2.1: Increase the percentage of clients who have eligibility and Order of Selection determined within 60 calendar days from application to 95 percent.

- Outcome: Achieved. Eligibility determinations were made within 37.5 days on average and average eligibility compliance was 95 percent in PY 2018.
  - Strategies for Achievement: Standard work for referral, orientation and intake, changed marketing for program (helped clients understand program expectations), monitoring tools for staff, added achievement of timelines to VRC expectations (Managing Accountability and Performance (MAP)), weekly metrics to monitor timelines.

Objective 2.2: Increase the percentage of clients who have IPE's developed and implemented within 90 calendar days from eligibility determination to 90 percent.

- Outcome: Partially achieved. Implemented weekly auditing and reporting procedures and developed tiered metric scorecards to monitor and track compliance. Individualized Plans for Employment were implemented within 73.4 days from the date of eligibility determination on average. Average IPE implementation compliance was 88.7 percent in PY 2018.
  - Strategies: Training on IPE timelines, metrics, etc.

Objective 2.3: Increase the number of job placements by five percent over the previous year.

- Outcome: Achieved. Increased job placements by 10.6 percent in PY 2018.
  - Strategies: Same, identifying office goal for # of placements, rewarding/celebrating success

Objective 2.4: Increase the number of pre-employment transition services provided to potentially eligible students by ten percent.

- Outcome: Achieved. Increased ability to serve and capture the number of potentially eligible students with disabilities engaged in Pre-Employment Transition Services from 0 to 113 during PY 2018.
  - Strategies: Implemented contract, marketing, training staff,

Objective 2.5: Increase the number of supported employment plans by five percent.

- Outcome: Not Achieved. Developed internal processes for accepting referrals and increasing coordination with Division of Developmental Disabilities (DDD). VR and DDD have committed to expanding dedicated personnel to serve the targeted population.
  - Strategies: Increased collaboration with DDD and increased focus on ability to provide supported employment services for 24 months.

Goal 3: Rehabilitation Services will be a leader and respected partner in the community.

Objective 3.1: Lead and/or collaborate with partners to provide five awareness and outreach events to underserved geographic areas and target populations.

- Outcome: Achieved. VR personnel participated in outreach opportunities at tribal events, behavioral health clinics, public and charter schools, and disability specific support groups.
  - Strategies for achievement: Specialty Coordinators within VR (Transition, Behavioral Health) coordinated with local behavioral health clinics and schools to provide outreach/awareness events targeted toward individuals with general mental health concerns (non SMI) and transition age youth.

Objective 3.2: Lead and/or collaborate with partners to provide information sessions to employers and community partners on VR services.

- Outcome: Achieved. AZRSA staff participated as planning committee members and presenters at statewide conferences such as the annual Transition Conference and annual Evidence Based Practice conference. AZRSA staff, in conjunction with, Business Services Representatives coordinated Disability and Rehabilitation Employment Awareness Month job fairs and workshops.
  - Strategies for achievement: Specialty Coordinators within VR (Transition, Behavioral Health, Assistive Technology) as well as Business Services Representatives held or coordinated events such as Transition and Assistive Technology conferences and job fairs, with local area representatives to provide information on VR services.

**B. DESCRIBE THE FACTORS THAT IMPEDED THE ACHIEVEMENT OF THE GOALS AND PRIORITIES**

IPEs were not always developed within the 90 calendar day time frame. Possible factors that impeded success include staff challenges obtaining client signature on extension form and staff challenges with tracking time frames and sending extension forms or closure letters prior to the 90<sup>th</sup> day.

The number of Supported Employment IPEs did not increase as expected. Possible factors that impeded success include lack of staff understanding on when to use a Supported Employment plan type, partner agency staff (such as DDD) may not understand when/how to refer an individual with the most significant disability to VR.

**2. AN EVALUATION OF THE EXTENT TO WHICH THE SUPPORTED EMPLOYMENT PROGRAM GOALS DESCRIBED IN THE SUPPORTED EMPLOYMENT SUPPLEMENT FOR THE MOST RECENT PROGRAM YEAR WERE ACHIEVED. THE EVALUATION MUST:**

**A. IDENTIFY THE STRATEGIES THAT CONTRIBUTED TO THE ACHIEVEMENT OF THE GOALS**

- Engaged CRPs to assist in identifying employers who are willing to customize employment for individuals with disabilities.
- Continued collaboration with DDD and AHCCCS to effectively serve individuals with supported employment needs.
- Increased employer engagement activities through Employer Coordinators and connection with workforce development system.

#### B. DESCRIBE THE FACTORS THAT IMPEDED THE ACHIEVEMENT OF THE GOALS AND PRIORITIES

- Lack of active and local Employment Networks in Arizona.
- Lack of Employment Networks that can assist individuals who are not making Substantial Gainful Activity.

#### 3. THE VR PROGRAM'S PERFORMANCE ON THE PERFORMANCE ACCOUNTABILITY INDICATORS UNDER SECTION 116 OF WIOA

VR continues to engage in conversations with core partners and System 7, Libera case management system developers to develop effective and accurate data management processes which allow VR to report performance on the common performance measures as prescribed in WIOA.

A data sharing agreement has been executed allowing core partners to share aggregate information. ACA/OEO is in process of developing a web-based tool which will compile information obtained from the core programs and allow workforce development staff from all programs to access the data. The data can be used to develop strategies, identify trends, and inform job seekers and employers of opportunities which exist across the state for employment.

The VR Program continues to collect data in the following areas in order to establish baseline data for the performance indicators under section 116 of WIOA:

- Employment in the 2nd quarter
- Employment in the 4th quarter
- Median Earnings
- Credential Attainment
- Measurable Skill Gains
- Effectiveness in Serving Employers

#### 4. HOW THE FUNDS RESERVED FOR INNOVATION AND EXPANSION (I&E) ACTIVITIES WERE UTILIZED

Innovation and Expansion funds were provided to the Statewide Independent Living Council (SILC) to assist in the provision of allowable activities under the State Plan for Independent Living.

AZRSA provides the Arizona State Independent Living Council with \$266,000.00 annually to support the development of the Resource Plan and implementing activities.

AZRSA provides a full time Council Liaison position to support the activities conducted by the State Rehabilitation Council.

#### Q. QUALITY, SCOPE, AND EXTENT OF SUPPORTED EMPLOYMENT SERVICES

##### 1. THE QUALITY, SCOPE, AND EXTENT OF SUPPORTED EMPLOYMENT SERVICES TO BE PROVIDED TO INDIVIDUALS WITH THE MOST SIGNIFICANT DISABILITIES, INCLUDING YOUTH WITH THE MOST SIGNIFICANT DISABILITIES

VR provides Supported Employment Services (SE) to eligible clients with the most significant disabilities. SE services are authorized by VR staff to be provided by CRPs. CRPs are awarded competitive contracts based on their response to the Request for Proposal. Upon contract award, CRPs receive training from contract and policy staff about the scope of services required. VR staff authorize services to be provided by vendors. A client service plan is developed with the VR staff, the client, and guardian if necessary, and the vendor in order to ensure appropriate service provision. Vendors are required to report activity to VR staff on a monthly basis. VR staff are responsible to review the monthly activity and approve the service costs or request a meeting to revise the client service plan goals and objectives. VR utilizes a contract monitoring unit who conduct annual desk and site audits in order to ensure compliance with contract requirements.

##### A. Quality

VR provides Supported Employment Services (SE) to eligible clients with the most significant disabilities. SE services are authorized by VR staff to be provided by CRPs. CRPs are awarded competitive contracts based on their response to the Request for Proposal. Upon contract award, CRPs receive training from contract and policy staff about the scope of services required. VR staff authorize services to be provided by vendors. A client service plan is developed with the VR staff, the client, and guardian if necessary, and the vendor in order to ensure appropriate service provision. Vendors are required to report activity to VR staff on a monthly basis. VR staff are responsible to review the monthly activity and approve the service costs or request a meeting to revise the client service plan goals and objectives. VR utilizes a contract monitoring unit who conduct annual desk and site audits in order to ensure compliance with contract requirements.

##### B. Scope

Arizona utilizes a consistent process of eligibility and Order of Selection determination for all clients. An individual with the most significant disabilities who has the skills and abilities to work in an integrated, competitive workplace and needs intensive VR service in order to obtain and maintain employment is considered an individual that needs Supported Employment services. Individuals who are determined to need SE services have access to the full scope of VR services. Clients and staff will work to identify a financial or natural resource to provide ongoing support services as needed once VR services have concluded.

Financial resources include long term supports provided by the DDD or AHCCCS. Additional sources such as a Plan to Achieve Self-Sufficiency (PASS) or Impairment Work Related Expense (IRWE) plan is available to individuals who receive Social Security award monies. Arizona holds agreements with five Employment Networks who may support individuals in employment after case closure from VR. Through collaboration with the Councils of Governments (COGs), Social Security Block Grant dollars are also utilized to provide extended support services after closure from VR. Natural supports in an employment setting can be developed while the client is receiving VR supported services. VR staff may also provide training to managers, supervisors,

and coworkers in order to develop natural supports within the competitive and integrated employment setting.

### C. Extent

VR recognizes Supported Employment as a viable employment option as long as the employment outcome meets the criteria of providing competitive wages in an integrated setting. Supported Employment services may be provided by VR for up to 24 months or longer if determined appropriate.

## 2. THE TIMING OF TRANSITION TO EXTENDED SERVICES

During IPE development, VR works with a client to assess the need for Supported Employment and extended services (commonly referred to in Arizona VR as extended supported employment services or ESE). If Supported Employment and extended services are determined to be necessary, VR and the client explore potential sources of extended services which may include alternative funding sources such as AHCCCS/DDD and natural supports. Once the client obtains employment, Supported Employment services are provided for up to 24 months (or longer if necessary and an exception is approved) to assist the client in achieving stable employment prior to transitioning to extended supported employment services. During the provision of supported employment services, the client is provided with job training, coaching, observation, and/or follow-up services to reinforce and stabilize the employment through on-worksites monitoring or off-site meetings between the client and VR staff or vendor. The client is considered stable in their employment when a reduction in support services has occurred and a continuing level of support has been identified and the client has achieved the highest level of independence on the job, as determined by the client, job coach, and Staff.

Once a client is determined to be stable in their employment, a meeting is held with the client, staff, and extended service provider. If all parties are in agreement that the client is stable and can be transitioned to extended services, responsibility for the funding for job coaching and extended services are transitioned to the extended service provider. If the client is a youth with a disability and no other source of extended services is available, VR will provide extended services for up to 4 years or until the youth reaches the age of 25, whichever happens first. If the client is transitioned to non-VR funded extended services, VR staff monitor the client's progress and job stability over the next 90 days. At the conclusion of the 90-day period, if the client remains stable in the job and the team agrees, the case will be closed as meeting an employment outcome.

### VOCATIONAL REHABILITATION (COMBINED OR GENERAL) CERTIFICATIONS

1. THE (ENTER THE NAME OF DESIGNATED STATE AGENCY OR DESIGNATED STATE UNIT, AS APPROPRIATE,) IS AUTHORIZED TO SUBMIT THE VR SERVICES PORTION OF THE UNIFIED OR COMBINED STATE PLAN UNDER TITLE I OF THE REHABILITATION ACT OF 1973 (REHABILITATION ACT), AS AMENDED BY WIOA[14], AND ITS SUPPLEMENT UNDER TITLE VI OF THE REHABILITATION ACT[15];

ENTER THE NAME OF DESIGNATED STATE AGENCY OR DESIGNATED STATE UNIT, AS APPROPRIATE

### **Arizona Rehabilitation Services Administration (DSU)**

2. AS A CONDITION FOR THE RECEIPT OF FEDERAL FUNDS UNDER TITLE I OF THE REHABILITATION ACT FOR THE PROVISION OF VR SERVICES, THE (ENTER THE NAME OF DESIGNATED STATE AGENCY)[16] AGREES TO OPERATE AND ADMINISTER THE STATE VR

SERVICES PROGRAM IN ACCORDANCE WITH THE VR SERVICES PORTION OF THE UNIFIED OR COMBINED STATE PLAN[17] , THE REHABILITATION ACT, AND ALL APPLICABLE REGULATIONS[18] , POLICIES, AND PROCEDURES ESTABLISHED BY THE SECRETARY OF EDUCATION. FUNDS MADE AVAILABLE UNDER SECTION 111 OF THE REHABILITATION ACT ARE USED SOLELY FOR THE PROVISION OF VR SERVICES AND THE ADMINISTRATION OF THE VR SERVICES PORTION OF THE UNIFIED OR COMBINED STATE PLAN;

ENTER THE NAME OF DESIGNATED STATE AGENCY

**Division of Employment and Rehabilitation Services (DERS)**

3. AS A CONDITION FOR THE RECEIPT OF FEDERAL FUNDS UNDER TITLE VI OF THE REHABILITATION ACT FOR SUPPORTED EMPLOYMENT SERVICES, THE DESIGNATED STATE AGENCY AGREES TO OPERATE AND ADMINISTER THE STATE SUPPORTED EMPLOYMENT SERVICES PROGRAM IN ACCORDANCE WITH THE SUPPLEMENT TO THE VR SERVICES PORTION OF THE UNIFIED OR COMBINED STATE PLAN[19] , THE REHABILITATION ACT, AND ALL APPLICABLE REGULATIONS[20] , POLICIES, AND PROCEDURES ESTABLISHED BY THE SECRETARY OF EDUCATION. FUNDS MADE AVAILABLE UNDER TITLE VI ARE USED SOLELY FOR THE PROVISION OF SUPPORTED EMPLOYMENT SERVICES AND THE ADMINISTRATION OF THE SUPPLEMENT TO THE VR SERVICES PORTION OF THE UNIFIED OR COMBINED STATE PLAN;

4. THE DESIGNATED STATE AGENCY AND/OR THE DESIGNATED STATE UNIT HAS THE AUTHORITY UNDER STATE LAW TO PERFORM THE FUNCTIONS OF THE STATE REGARDING THE VR SERVICES PORTION OF THE UNIFIED OR COMBINED STATE PLAN AND ITS SUPPLEMENT;

5. THE STATE LEGALLY MAY CARRY OUT EACH PROVISION OF THE VR SERVICES PORTION OF THE UNIFIED OR COMBINED STATE PLAN AND ITS SUPPLEMENT.

6. ALL PROVISIONS OF THE VR SERVICES PORTION OF THE UNIFIED OR COMBINED STATE PLAN AND ITS SUPPLEMENT ARE CONSISTENT WITH STATE LAW.

7. THE (ENTER THE NAME OF AUTHORIZED REPRESENTATIVE BELOW) HAS THE AUTHORITY UNDER STATE LAW TO RECEIVE, HOLD, AND DISBURSE FEDERAL FUNDS MADE AVAILABLE UNDER THE VR SERVICES PORTION OF THE UNIFIED OR COMBINED STATE PLAN AND ITS SUPPLEMENT;

ENTER THE NAME OF AUTHORIZED REPRESENTATIVE BELOW

Kristen Mackey

8. THE (ENTER THE TITLE OF AUTHORIZED REPRESENTATIVE BELOW) HAS THE AUTHORITY TO SUBMIT THE VR SERVICES PORTION OF THE UNIFIED OR COMBINED STATE PLAN AND THE SUPPLEMENT FOR SUPPORTED EMPLOYMENT SERVICES;

ENTER THE TITLE OF AUTHORIZED REPRESENTATIVE BELOW

**Administrator for Arizona RSA**

9. THE AGENCY THAT SUBMITS THE VR SERVICES PORTION OF THE UNIFIED OR COMBINED STATE PLAN AND ITS SUPPLEMENT HAS ADOPTED OR OTHERWISE FORMALLY APPROVED THE PLAN AND ITS SUPPLEMENT.

FOOTNOTES



### CERTIFICATION SIGNATURE

Signatory information	Enter Signatory information in this column
Name of Signatory	Kristen Mackey
Title of Signatory	Administrator
Date Signed	3/31/2020

### ASSURANCES

The State Plan must include	Include
1. Public Comment on Policies and Procedures: The designated State agency assures it will comply with all statutory and regulatory requirements for public participation in the VR Services Portion of the Unified or Combined State Plan, as required by section 101(a)(16)(A) of the Rehabilitation Act.	
2. Submission of the VR services portion of the Unified or Combined State Plan and Its Supplement: The designated State unit assures it will comply with all requirements pertaining to the submission and revisions of the VR services portion of the Unified or Combined State Plan and its supplement for the State Supported Employment Services program, as required by sections 101(a)(1), (22), (23), and 606(a) of the Rehabilitation Act; section 102 of WIOA in the case of the submission of a unified plan; section 103 of WIOA in the case of a submission of a Combined State Plan; 34 CFR 76.140.	
3. The designated State agency or designated State unit, as appropriate, assures it will comply with the requirements related to: Administration of the VR services portion of the Unified or Combined State Plan:	
3.a. The establishment of the designated State agency and designated State unit, as required by section 101(a)(2) of the Rehabilitation Act	
3.b. The establishment of either a State independent commission or State Rehabilitation Council, as required by section 101(a)(21) of the Rehabilitation Act. The designated State agency or designated State unit, as applicable (A or B must be selected):	
3.b.(A) "is an independent State commission" (Yes/No)	No
3.b.(B) "has established a State Rehabilitation Council" (Yes/No)	Yes
3.c. Consultations regarding the administration of the VR services portion of the Unified or Combined State Plan, in accordance with section 101(a)(16)(B) of the Rehabilitation Act	
3.d. The financial participation by the State, or if the State so elects, by the State and local agencies, to provide the amount of the non-Federal share of the cost of carrying out the VR program in accordance with section 101(a)(3)	
3.e. The local administration of the VR services portion of the Unified or Combined State Plan, in accordance with section 101(a)(2)(A) of the Rehabilitation Act. Select yes or no, as appropriate, to identify if the designated State agency allows for the local	No

The State Plan must include	Include
administration of VR funds (Yes/No)	
3.f. The shared funding and administration of joint programs, in accordance with section 101(a)(2)(A)(ii) of the Rehabilitation Act. Select yes or no, as appropriate, to identify if the designated State agency allows for the shared funding and administration of joint programs (Yes/No)	No
3.g. Statewideness and waivers of statewideness requirements, as set forth in section 101(a)(4) of the Rehabilitation Act. Is the designated State agency requesting or maintaining a waiver of statewideness for one or more services provided under the VR services portion of the Unified or Combined State Plan? (Yes/No) See Section 2 of this VR services portion of the Unified or Combined State Plan	Yes
3.h. The descriptions for cooperation, collaboration, and coordination, as required by sections 101(a)(11) and (24)(B); and 606(b) of the Rehabilitation Act	
3.i. All required methods of administration, as required by section 101(a)(6) of the Rehabilitation Act	
3.j. The requirements for the comprehensive system of personnel development, as set forth in section 101(a)(7) of the Rehabilitation Act	
3.k. The compilation and submission to the Commissioner of statewide assessments, estimates, State goals and priorities, strategies, and progress reports, as appropriate, and as required by sections 101(a)(15), 105(c)(2), and 606(b)(8) of the Rehabilitation Act	
3.l. The reservation and use of a portion of the funds allotted to the State under section 110 of the Rehabilitation Act for the development and implementation of innovative approaches to expand and improve the provision of VR services to individuals with disabilities, particularly individuals with the most significant disabilities	
3.m. The submission of reports as required by section 101(a)(10) of the Rehabilitation Act	
4. Administration of the Provision of VR Services: The designated State agency, or designated State unit, as appropriate, assures that it will:	
4.a. Comply with all requirements regarding information and referral services in accordance with sections 101(a)(5)(D) and (20) of the Rehabilitation Act	
4.b. Impose no duration of residence requirement as part of determining an individual's eligibility for VR services or that excludes from services under the plan any individual who is present in the State in accordance with section 101(a)(12) of the Rehabilitation Act	
4.c. Provide the full range of services listed in section 103(a) of the Rehabilitation Act as appropriate, to all eligible individuals with disabilities in the State who apply for services in accordance with section 101(a)(5) of the Rehabilitation Act? (Yes/No)	No
4.d. Determine whether comparable services and benefits are available to the individual in accordance with section 101(a)(8) of the Rehabilitation Act	

The State Plan must include	Include
4.e. Comply with requirements regarding the provisions of informed choice for all applicants and eligible individuals in accordance with section 102(d) of the Rehabilitation Act	
4.f. Comply with requirements regarding the provisions of informed choice for all applicants and eligible individuals in accordance with section 102(d) of the Rehabilitation Act	
4.g. Provide vocational rehabilitation services to American Indians who are individuals with disabilities residing in the State, in accordance with section 101(a)(13) of the Rehabilitation Act	
4.h. Comply with the requirements for the conduct of semiannual or annual reviews, as appropriate, for individuals employed either in an extended employment setting in a community rehabilitation program or any other employment under section 14(c) of the Fair Labor Standards Act of 1938, as required by section 101(a)(14) of the Rehabilitation Act	
4.i. Meet the requirements in sections 101(a)(17) and 103(b)(2) of the Rehabilitation Act if the State elects to construct, under special circumstances, facilities for community rehabilitation programs	
4.j. With respect to students with disabilities, the State,	
4.j.i. Has developed and will implement,	
4.j.i.I. Strategies to address the needs identified in the assessments; and	
4.j.i.II. Strategies to achieve the goals and priorities identified by the State, to improve and expand vocational rehabilitation services for students with disabilities on a statewide basis; and	
4.j.ii. Has developed and will implement strategies to provide pre-employment transition services (sections 101(a)(15) and 101(a)(25))	
5. Program Administration for the Supported Employment Title VI Supplement:	
5.a. The designated State unit assures that it will include in the VR services portion of the Unified or Combined State Plan all information required by section 606 of the Rehabilitation Act	
5.b. The designated State agency assures that it will submit reports in such form and in accordance with such procedures as the Commissioner may require and collects the information required by section 101(a)(10) of the Rehabilitation Act separately for individuals receiving supported employment services under title I and individuals receiving supported employment services under title VI of the Rehabilitation Act	
5.c. The designated state unit will coordinate activities with any other State agency that is functioning as an employment network under the Ticket to Work and Self-Sufficiency program under Section 1148 of the Social Security Act	
6. Financial Administration of the Supported Employment Program:	
6.a. The designated State agency assures that it will expend no more than 2.5 percent of	

The State Plan must include	Include
the State's allotment under title VI for administrative costs of carrying out this program; and, the designated State agency or agencies will provide, directly or indirectly through public or private entities, non-Federal contributions in an amount that is not less than 10 percent of the costs of carrying out supported employment services provided to youth with the most significant disabilities with the funds reserved for such purpose under section 603(d) of the Rehabilitation Act, in accordance with section 606(b)(7)(G) and (H) of the Rehabilitation Act	
6.b. The designated State agency assures that it will use funds made available under title VI of the Rehabilitation Act only to provide supported employment services to individuals with the most significant disabilities, including extended services to youth with the most significant disabilities, who are eligible to receive such services; and, that such funds are used only to supplement and not supplant the funds provided under Title I of the Rehabilitation Act, when providing supported employment services specified in the individualized plan for employment, in accordance with section 606(b)(7)(A) and (D), of the Rehabilitation Act	
7. Provision of Supported Employment Services:	Yes
7.a. The Designated State Agency Assures That it Will Provide Supported Employment Services as Defined in Section 7(39) of the Rehabilitation Act	
7.b. The designated State agency assures that:	
7.b.i. The comprehensive assessment of individuals with significant disabilities conducted under section 102(b)(1) of the Rehabilitation Act and funded under title I of the Rehabilitation Act includes consideration of supported employment as an appropriate employment outcome, in accordance with the requirements of section 606(b)(7)(B) of the Rehabilitation Act	
7.b.ii. An individualized plan for employment that meets the requirements of section 102(b) of the Rehabilitation Act, which is developed and updated with title I funds, in accordance with sections 102(b)(3)(F) and 606(b)(6)(C) and (E) of the Rehabilitation Act	

#### VOCATIONAL REHABILITATION PROGRAM PERFORMANCE INDICATORS

Performance Indicators	PY 2020 Expected Level	PY 2020 Negotiated Level	PY 2021 Expected Level	PY 2021 Negotiated Level
Employment (Second Quarter After Exit)	Baseline	Baseline	Baseline	Baseline
Employment (Fourth Quarter After Exit)	Baseline	Baseline	Baseline	Baseline
Median Earnings (Second Quarter After Exit)	Baseline	Baseline	Baseline	Baseline
Credential Attainment Rate	Baseline	Baseline	Baseline	Baseline
Measurable Skill Gains	15.0%	20.0%	17.0%	22.0%

Performance Indicators	PY 2020 Expected Level	PY 2020 Negotiated Level	PY 2021 Expected Level	PY 2021 Negotiated Level
Effectiveness in Serving Employers	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>

<sup>1</sup>

*"Effectiveness in Serving Employers" is still being piloted and this data will not be entered for 2020 State Plans.*

## VII. PROGRAM-SPECIFIC REQUIREMENTS FOR COMBINED STATE PLAN PARTNER PROGRAMS

### PERFORMANCE INDICATOR APPENDIX

#### ALL WIOA CORE PROGRAMS

##### All WIOA Core Programs

Performance Indicators	PY 2020 Expected Level	PY 2020 Negotiated Level	PY 2021 Expected Level	PY 2021 Negotiated Level
Effectiveness in Serving Employers	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>	Not Applicable <sup>1</sup>

<sup>1</sup> *"Effectiveness in Serving Employers" is still being piloted and this data will not be entered for 2020 State Plans.*

### ADDITIONAL INDICATORS OF PERFORMANCE

Additional Indicators of Performance
1. Average number of days to fill job openings using ARIZONA@WORK staff assistance
2. Percentage of employers who contacted an ARIZONA@WORK Job Center to confirm ARIZONA@WORK services assisted in identifying qualified job applications
3. Number of businesses whose worksites were visited by an ARIZONA@WORK Business Services Representative

### OTHER APPENDICES

#### **Appendix 2: In-Demand Occupations**

Arizona used a rating model of all the occupations by education level within the identified In-Demand Industries. This means that occupations requiring the same level of education were compared based on labor market data including employment share, employment growth, and wages. A working group of ARIZONA@WORK LWDB members and State Council members worked together to identify 3-5-star occupations as generally better opportunities for

individuals than 1-2-star occupations within the same industries. This equated to be the top 60 percent of occupations within the In-Demand Industries by education level.

SOC Code	SOC Title	Estimated Occupation Emp. (2018)	Average Occ Annual Wages (2018)	Annualized Projected Emp. Pct Chg (2018-2020)	Minimum Education Level	NAICS Code	Industry[21]
29-2032	Diagnostic Medical Sonographers	2,026	\$83,317	9.0%	Associate's degree	62	Healthcare and social assistance
17-3029	Engineering Technicians, Except Drafters, All Other	2,298	\$59,207	7.2%	Associate's degree	31	Manufacturing
29-2034	Radiologic Technologists	3,861	\$65,218	6.6%	Associate's degree	62	Healthcare and social assistance
29-1111	Registered Nurses	59,136	\$77,001	7.2%	Associate's degree	62	Healthcare and social assistance
29-1126	Respiratory Therapists	2,399	\$58,417	9.3%	Associate's degree	62	Healthcare and social assistance
17-2051	Civil Engineers	5,200	\$84,770	8.7%	Bachelor's degree	23	Construction
15-1121	Computer Systems Analysts	13,680	\$88,972	6.3%	Bachelor's degree	52	Finance and insurance
13-1051	Cost Estimators	4,922	\$66,412	11.5%	Bachelor's degree	23	Construction
17-2112	Industrial Engineers	4,270	\$95,943	9.5%	Bachelor's degree	31	Manufacturing
13-1111	Management Analysts	12,816	\$85,886	6.6%	Bachelor's degree	52	Finance and insurance
13-1160	Market Research Analysts and Marketing Specialists	10,360	\$62,925	9.1%	Bachelor's degree	52	Finance and insurance
17-2140	Mechanical Engineers	4,514	\$98,389	9.3%	Bachelor's degree	31	Manufacturing

SOC Code	SOC Title	Estimated Occupation Emp. (2018)	Average Annual Wages (2018)	Annualized Projected Emp. Pct Chg (2018-2020)	Minimum Education Level	NAICS Code	Industry[21]
15-1132	Software Developers, Applications	13,460	\$98,672	11.3%	Bachelor's degree	52	Finance and insurance
29-1021	Dentists, General	3,254	\$186,869	7.0%	Doctoral or prof. degree	62	Health care and social assistance
23-1011	Lawyers	12,312	\$145,746	6.4%	Doctoral or prof. degree	54	Professional and technical services
29-1123	Physical Therapists	3,970	\$88,798	8.8%	Doctoral or prof. degree	62	Health care and social assistance
49-3023	Automotive Service Technicians and Mechanics	17,084	\$44,360	5.4%	High school diploma	52	Finance and insurance
13-1199	Business Operations Specialists, All Other	14,202	\$67,667	5.0%	High school diploma	52	Finance and insurance
47-2030	Carpenters	17,737	\$43,461	9.8%	High school diploma	23	Construction
47-2111	Electricians	12,478	\$47,947	9.0%	High school diploma	23	Construction
53-3033	Light Truck or Delivery Services Drivers	16,470	\$39,144	8.0%	High school diploma	23	Construction
51-4040	Machinists	9,299	\$48,300	8.8%	High school diploma	31	Manufacturing
49-9070	Maintenance and Repair Workers, General	27,006	\$37,706	5.9%	High school diploma	23	Construction
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	4,492	\$52,668	6.2%	High school diploma	23	Construction
47-2152	Plumbers, Pipefitters, and	9,227	\$48,950	9.9%	High school diploma	23	Construction

SOC Code	SOC Title	Estimated Occupation Emp. (2018)	Average Annual Wages (2018)	Annualized Projected Emp. Pct Chg (2018-2020)	Minimum Education Level	NAICS Code	Industry[21]
	Steamfitters						
41-9022	Real Estate Sales Agents	7,168	\$66,358	6.0%	High school diploma	23	Construction
41-3099	Sales Representatives, Services, All Other	20,562	\$54,518	6.5%	High school diploma	23	Construction
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	20,181	\$63,553	6.7%	High school diploma	23	Construction
47-2220	Structural Iron and Steel Workers	1,777	\$47,927	11.7%	High school diploma	23	Construction
47-2051	Cement Masons and Concrete Finishers	6,801	\$41,746	11.7%	Less than high school	23	Construction
47-2060	Construction Laborers	25,196	\$36,000	8.9%	Less than high school	23	Construction
47-2081	Drywall and Ceiling Tile Installers	5,055	\$41,832	8.6%	Less than high school	23	Construction
31-1011	Home Health Aides	17,290	\$25,466	12.2%	Less than high school	62	Health care and social assistance
53-7050	Industrial Truck and Tractor Operators	11,132	\$35,906	13.2%	Less than high school	31	Manufacturing
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	40,058	\$31,463	8.9%	Less than high school	31	Manufacturing
47-2141	Painters, Construction and Maintenance	8,064	\$37,993	8.7%	Less than high school	23	Construction
47-2160	Plasterers and Stucco Masons	2,154	\$43,411	9.0%	Less than high school	23	Construction



SOC Code	SOC Title	Estimated Occupation Emp. (2018)	Average Occ Annual Wages (2018)	Annualized Projected Emp. Pct Chg (2018-2020)	Minimum Education Level	NAICS Code	Industry[21]
47-2180	Roofers	4,295	\$38,391	9.8%	Less than high school	23	Construction
35-3031	Waiters and Waitresses	54,068	\$30,217	5.5%	Less than high school	62	Health care and social assistance
29-1170	Nurse Practitioners	3,296	\$110,751	10.5%	Master's degree	62	Health care and social assistance
29-1071	Physician Assistants	2,446	\$101,591	10.7%	Master's degree	62	Health care and social assistance
49-9020	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	8,902	\$46,042	11.3%	Postsecondary non-degree	23	Construction
53-3032	Heavy and Tractor-Trailer Truck Drivers	26,794	\$45,429	5.9%	Postsecondary non-degree	23	Construction
15-1151	Computer User Support Specialists	14,879	\$52,087	6.4%	Some college, no degree	52	Finance and insurance
17-3021	Aerospace Engineering and Operations Technicians	588	\$71,505	9.0%	Associate's degree	31	Manufacturing
29-2021	Dental Hygienists	3,059	\$85,887	6.9%	Associate's degree	62	Health care and social assistance
17-3026	Industrial Engineering Technicians	2,163	\$63,515	6.3%	Associate's degree	31	Manufacturing
15-1134	Web Developers	3,314	\$70,447	7.8%	Associate's degree	59	Information Technology
13-2011	Accountants and Auditors	21,532	\$69,185	6.9%	Bachelor's degree	23	Construction
17-	Electrical Engineers	4,711		6.7%	Bachelor's	31	Manufacturing

SOC Code	SOC Title	Estimated Occupation Emp. (2018)	Average Occ Annual Wages (2018)	Annualized Projected Emp. Pct Chg (2018-2020)	Minimum Education Level	NAICS Code	Industry[21]
2071			\$106,257		degree		
17-2072	Electronics Engineers, Except Computer	5,728	\$103,512	6.4%	Bachelor's degree	59	Information Technology
17-2199	Engineers, All Other	2,409	\$94,448	7.3%	Bachelor's degree	31	Manufacturing
15-1122	Information Security Analysts	2,980	\$93,958	9.7%	Bachelor's degree	52	Finance and insurance
15-2031	Operations Research Analysts	3,314	\$76,761	11.7%	Bachelor's degree	52	Finance and insurance
13-2052	Personal Financial Advisors	4,419	\$107,164	8.8%	Bachelor's degree	52	Finance and insurance
15-1133	Software Developers, Systems Software	12,562	\$103,859	7.9%	Bachelor's degree	52	Finance and insurance
29-1062	Family and General Practitioners	3,534	\$209,808	6.4%	Doctoral or prof. degree	62	Health care and social assistance
29-1069	Physicians and Surgeons, All Other	6,293	\$229,086	5.7%	Doctoral or prof. degree	62	Health care and social assistance
29-1130	Veterinarians	1,650	\$98,678	10.1%	Doctoral or prof. degree	54	Professional and technical services
49-3030	Bus and Truck Mechanics and Diesel Engine Specialists	5,816	\$46,636	6.0%	High school diploma	48	Transportation and warehousing
53-3021	Bus Drivers, Transit and Intercity	3,995	\$42,277	8.3%	High school diploma	48	Transportation and warehousing
51-9011	Chemical Equipment Operators and Tenders	617	\$40,194	12.5%	High school diploma	31	Manufacturing

SOC Code	SOC Title	Estimated Occupation Emp. (2018)	Average Annual Wages (2018)	Annualized Projected Emp. Pct Chg (2018-2020)	Minimum Education Level	NAICS Code	Industry[21]
53-2012	Commercial Pilots	1,736	\$79,994	5.5%	High school diploma	48	Transportation and warehousing
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	1,121	\$38,819	8.5%	High school diploma	31	Manufacturing
43-4050	Customer Service Representatives	89,224	\$34,574	5.1%	High school diploma	52	Finance and insurance
29-2099	Health Technologists and Technicians, All Other	3,732	\$48,838	8.1%	High school diploma	62	Health care and social assistance
49-9041	Industrial Machinery Mechanics	3,976	\$50,990	5.9%	High school diploma	31	Manufacturing
49-9099	Installation, Maintenance, and Repair Workers, All Other	4,896	\$42,761	6.7%	High school diploma	23	Construction
43-4130	Loan Interviewers and Clerks	18,822	\$40,528	5.9%	High school diploma	52	Finance and insurance
43-6013	Medical Secretaries	13,510	\$36,110	8.0%	High school diploma	62	Health care and social assistance
47-2073	Operating Engineers and Other Construction Equipment Operators	7,876	\$47,105	6.9%	High school diploma	23	Construction
47-2071	Paving, Surfacing, and Tamping Equipment Operators	1,765	\$41,503	10.2%	High school diploma	23	Construction
51-9199	Production Workers, All Other	4,177	\$37,424	7.4%	High school diploma	31	Manufacturing

SOC Code	SOC Title	Estimated Occupation Emp. (2018)	Average Occ Annual Wages (2018)	Annualized Projected Emp. Pct Chg (2018-2020)	Minimum Education Level	NAICS Code	Industry[21]
43-5060	Production, Planning, and Expediting Clerks	7,699	\$49,261	7.3%	High school diploma	23	Construction
47-2210	Sheet Metal Workers	3,088	\$41,786	9.8%	High school diploma	23	Construction
21-1093	Social and Human Service Assistants	7,592	\$34,186	6.7%	High school diploma	62	Health care and social assistance
53-7061	Cleaners of Vehicles and Equipment	8,758	\$25,672	6.9%	Less than high school	54	Professional and technical services
47-3012	Helpers--Carpenters	591	\$34,077	15.4%	Less than high school	23	Construction
39-2020	Nonfarm Animal Caretakers	5,840	\$27,314	7.1%	Less than high school	54	Professional and technical services
53-7064	Packers and Packagers, Hand	5,618	\$26,775	9.7%	Less than high school	31	Manufacturing
47-2044	Tile and Marble Setters	1,089	\$45,221	9.0%	Less than high school	23	Construction
21-1022	Healthcare Social Workers	4,234	\$62,917	8.2%	Master's degree	62	Health care and social assistance
29-1122	Occupational Therapists	2,057	\$94,803	8.1%	Master's degree	62	Health care and social assistance
15-2041	Statisticians	1,017	\$80,327	13.2%	Master's degree	54	Professional and technical services
49-3011	Aircraft Mechanics and Service Technicians	5,272	\$62,275	5.0%	Postsecondary non-degree	31	Manufacturing
29-2060	Licensed Practical and Licensed Vocational Nurses	6,839	\$54,086	5.8%	Postsecondary non-degree	62	Health care and social assistance

SOC Code	SOC Title	Estimated Occupation Emp. (2018)	Average Annual Wages (2018)	Annualized Projected Emp. Pct Chg (2018-2020)	Minimum Education Level	NAICS Code	Industry[21]
17-3011	Architectural and Civil Drafters	1,936	\$58,701	8.8%	Associate's degree	54	Professional and technical services
15-1152	Computer Network Support Specialists	5,471	\$60,547	5.7%	Associate's degree	52	Finance and insurance
17-3023	Electrical and Electronics Engineering Technicians	2,844	\$63,549	6.1%	Associate's degree	31	Manufacturing
29-2035	Magnetic Resonance Imaging Technologists	1,039	\$79,118	6.6%	Associate's degree	62	Health care and social assistance
23-2010	Paralegals and Legal Assistants	6,061	\$48,374	8.3%	Associate's degree	54	Professional and technical services
49-2021	Radio, Cellular, and Tower Equipment Installers and Repairers	518	\$51,686	11.8%	Associate's degree	59	Information Technology
17-2010	Aerospace Engineers	2,225	\$107,233	7.6%	Bachelor's degree	31	Manufacturing
53-2011	Airline Pilots, Copilots, and Flight Engineers	3,192	\$132,244	4.9%	Bachelor's degree	48	Transportation and warehousing
17-1011	Architects, Except Landscape and Naval	1,858	\$95,223	7.0%	Bachelor's degree	54	Professional and technical services
15-1143	Computer Network Architects	2,842	\$101,752	6.5%	Bachelor's degree	59	Information Technology
15-1199	Computer Occupations, All Other	7,352	\$85,013	6.4%	Bachelor's degree	59	Information Technology
13-2051	Financial Analysts	5,218	\$78,648	7.4%	Bachelor's degree	52	Finance and insurance
13-	Logisticians	2,447	\$74,784	8.2%	Bachelor's	31	Manufacturing

SOC Code	SOC Title	Estimated Occupation Emp. (2018)	Average Occ Annual Wages (2018)	Annualized Projected Emp. Pct Chg (2018-2020)	Minimum Education Level	NAICS Code	Industry[21]
1081					degree		
15-1142	Network and Computer Systems Administrators	7,916	\$85,849	5.2%	Bachelor's degree	52	Finance and insurance
41-9031	Sales Engineers	2,162	\$110,185	6.1%	Bachelor's degree	59	Information Technology
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	6,957	\$83,580	5.7%	Bachelor's degree	59	Information Technology
29-1061	Anesthesiologists	1,147	\$279,164	6.7%	Doctoral or prof. degree	62	Health care and social assistance
29-1050	Pharmacists	5,572	\$125,206	4.6%	Doctoral or prof. degree	62	Health care and social assistance
43-3020	Billing and Posting Clerks	11,830	\$38,252	7.2%	High school diploma	52	Finance and insurance
43-3030	Bookkeeping, Accounting, and Auditing Clerks	24,416	\$40,934	4.1%	High school diploma	23	Construction
47-2021	Brickmasons and Blockmasons	1,148	\$46,291	7.9%	High school diploma	23	Construction
47-4010	Construction and Building Inspectors	1,945	\$56,809	5.1%	High school diploma	54	Professional and technical services
51-9081	Dental Laboratory Technicians	871	\$45,240	8.5%	High school diploma	31	Manufacturing
47-5020	Earth Drillers, Except Oil and Gas	740	\$51,987	6.9%	High school diploma	23	Construction
49-9051	Electrical Power-Line Installers and Repairers	1,852	\$81,948	3.8%	High school diploma	23	Construction

SOC Code	SOC Title	Estimated Occupation Emp. (2018)	Average Annual Wages (2018)	Annualized Projected Emp. Pct Chg (2018-2020)	Minimum Education Level	NAICS Code	Industry[21]
53-7032	Excavating and Loading Machine and Dragline Operators	1,209	\$48,335	6.9%	High school diploma	23	Construction
41-3020	Insurance Sales Agents	9,475	\$59,157	5.0%	High school diploma	52	Finance and insurance
49-9043	Maintenance Workers, Machinery	1,572	\$46,174	7.2%	High school diploma	31	Manufacturing
31-9093	Medical Equipment Preparers	1,545	\$36,657	7.6%	High school diploma	62	Health care and social assistance
51-4080	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1,687	\$36,191	7.2%	High school diploma	31	Manufacturing
43-9060	Office Clerks, General	52,431	\$37,732	4.3%	High school diploma	23	Construction
43-5070	Shipping, Receiving, and Traffic Clerks	10,855	\$34,229	7.0%	High school diploma	52	Finance and insurance
49-9052	Telecommunications Line Installers and Repairers	1,847	\$50,803	6.6%	High school diploma	23	Construction
51-4110	Tool and Die Makers	750	\$53,271	8.1%	High school diploma	31	Manufacturing
51-4121	Welders, Cutters, Solderers, and Brazers	5,250	\$43,154	7.6%	High school diploma	23	Construction
51-9198	Helpers--Production Workers	3,326	\$28,845	7.7%	Less than high school	31	Manufacturing
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	38,197	\$26,406	4.9%	Less than high school	62	Health care and social assistance

SOC Code	SOC Title	Estimated Occupation Emp. (2018)	Average Annual Wages (2018)	Annualized Projected Emp. Pct Chg (2018-2020)	Minimum Education Level	NAICS Code	Industry[21]
47-2151	Pipelayers	646	\$43,975	7.0%	Less than high school	23	Construction
41-2030	Retail Salespersons	104,177	\$27,045	1.5%	Less than high school	52	Finance and insurance
47-2082	Tapers	1,405	\$46,977	8.9%	Less than high school	23	Construction
29-1127	Speech-Language Pathologists	2,421	\$74,710	5.7%	Master's degree	62	Health care and social assistance
31-9091	Dental Assistants	7,445	\$40,677	6.9%	Postsecondary non-degree	62	Health care and social assistance
29-2040	Emergency Medical Technicians and Paramedics	3,476	\$38,263	6.6%	Postsecondary non-degree	62	Health care and social assistance
31-9010	Massage Therapists	3,288	\$42,338	7.4%	Postsecondary non-degree	62	Health care and social assistance
29-2055	Surgical Technologists	2,380	\$50,676	7.0%	Postsecondary non-degree	62	Health care and social assistance
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	3,024	\$59,081	2.4%	Postsecondary non-degree	59	Information Technology

Source: Arizona Commerce Authority/Office of Economic Opportunity

[21] In-Demand Occupations can potentially have multiple related NAICS Industries