Local Workforce Investment Area

Two Year Workforce Investment Plan for Program Years 2008 and 2009

City of Phoenix
Community & Economic Development Department
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20th Floor
Phoenix, Arizona 85003
(602) 262-5040
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1. **Describe the involvement of the Chief Local Elected Official (CLEO), the Local Workforce Investment Board (LWIB) and stakeholders in the development of the Plan.**

The City of Phoenix Mayor and City Council were kept apprised of the plan development and review process through meetings with the Department Director and/or Assistant Director. The Local Workforce Investment Board and stakeholders were made aware of and provided an opportunity to comment at numerous public board meetings. The plan process and development information were agenda items for review and discussion at the following meetings of the Phoenix Workforce Connection (PWC) Full Board and Taskforce: PWC Executive Committee (October 17, 2007); Board Governance Taskforce (October 24, 2007); PWC and Maricopa Workforce Connections (MWC) Joint Executive Committee (December 6, 2007); PWC and MWC Joint Full Board (December 13, 2007) and the PWC Full Board (January 10, 2008). At these meeting, staff presented an information report on the Workforce Investment Act local planning process. As a matter of practice for Open Meeting Law standards, agendas for PWC Board Meetings are emailed to board members, stakeholders and designated city officials and/or their senior staff a week prior to the meeting date. In addition, the public are notified via public notices to include meeting agenda as posted through the City Clerk’s Office prior to any full board, taskforce or committee meeting.

Information, processes and activities noted throughout the plan in many cases were identified and developed with input and feedback from various stakeholder groups, board members and local elected officials (city council subcommittee). Several key initiatives (2007 CEO Workforce Summit and the State of the Workforce – The Greater Phoenix Regional Workforce Analysis Report; and PWC and MWC Joint Strategic Planning Event) resulted in review of and modifications to service delivery principles and practices as noted in the plan.

2. **Describe the process used to make the Plan available to the public, as well as key stakeholders, and the outcome resulting from review of public comments. Describe measures taken to include or address all comments received within the review period.** [A copy of the published notice should be included as Appendix A. (For Internet publication, a screen print is acceptable.) Also include a copy of any distribution list used for notification of key stakeholders.] Any comments related to the Plan should be included as Appendix B.

The Phoenix Local Workforce Investment Area Two-Year Local Plan was opened for public comment from January 25, 2008 through February 25, 2008. Copies of the plan were made available to community-based organizations, other city departments, city council and all interested parties. Copies of the plan were available in City Hall and on the City’s website. There were a variety of ways for the general public and interested parties to comment on the local plan: Public Meeting, U. S. Mail, Fax, Internet and E-mail.

To receive comments from businesses, labor organizations and other interested parties, notices of the public comment period were placed in local newspapers, posted on the website and sent through email distribution lists to organizations, businesses, various community groups and associations. Comments received were reviewed by the PWC Executive and/or Full Board and by department and division management staff. Where appropriate and feasible, comments received were addressed in the plan.

The Phoenix Workforce Connection Board held a Public Meeting on February 7, 2008 at its Full Board Meeting. The public and stakeholders were given an opportunity present and discuss their comments before the board. The final plan was submitted to the Phoenix City Council for approval on February 20, 2008 prior to submission to the state.
1. Describe the role of the Chief Local Elected Official (CLEO) in the governance and implementation of WIA in the local area. In local areas consisting of more than one unit of government, indicate the decision making process between the local elected officials.

The Chief Local Elected Official for Phoenix Workforce Connection (PWC) is the Mayor and City Council. The City of Phoenix provides for the governance and implementation of the Workforce Investment Act in Section 2-402.01 and 2-402.02 of the Code of the City of Phoenix as amended by Ordinance No. G-4461, which officially established Phoenix Workforce Connection. This ordinance was passed by the Council of the City of Phoenix on September 11, 2002.

The role of the Chief Local Elected Official is defined in the Phoenix Workforce Connection Bylaws which were amended by the Phoenix Workforce Connection Board on March 9, 2006. Article III, Scope outlines the roles as follows:

**Article III. SCOPE**

A. The City of Phoenix Workforce Connection provides policy guidance and exercises oversight with respect to activities specific to the development of a Local Workforce Investment Plan and the implementation and operation of a Local Workforce Investment System in partnership with the Chief Local Elected Official and the Phoenix City Council.

B. PWC will enter into a written operating agreement with the Chief Local Elected Official and the Phoenix City Council that describes:

1. The City of Phoenix as a local area,

2. The City of Phoenix as the grant recipient and fiscal agent,

3. The methods and procedures for development and approval of a Local Workforce Investment Plan that demonstrates continuous improvement for the Local Area.

4. The roles, responsibilities and rights of both the City and the Board as partners in the local workforce connection system.

Article III goes further to list the roles and responsibilities of the local elected official:

b. Local Elected Official and Staff Roles and Responsibilities:
   i. Work with PWC Board in drafting and implementing Local Workforce Plan;
   ii. Work with PWC Board, committees and taskforces to:
      1. Draft agenda and action items for regularly scheduled meetings;
      2. Represent Local Elected Official and PWC Board to negotiate local performance measures;
      3. With the PWC Board, ensure compliance and adherence to performance measures and outcomes;
      4. Oversee daily operations and program activities;
      5. Act as the local elected official representative in routine matters that impact daily operations and program oversight;
      6. Work with PWC Board in the support of recommendations of candidates for membership on PWC Boards and the Youth Initiatives Committee;
      7. With the PWC Board, provide policy direction and recommendations relative to the implementation of programs, projects and initiatives;
8. Provide financial oversight and budgetary guidance for programs, projects and initiatives
9. Research, analyze, compile and prepare information for reports and/or presentations to aide in recommendations and policy guidance as appropriate.

2. **Identify the entity responsible for the administrative functions in the delivery of WIA services.** Provide contact information for the administrative entity and a copy of the agreement between the CLEO and administrative entity reflecting the designation and responsibilities. Administrative entity contact information and copies of the agreement should be included as Appendix C.

The City of Phoenix, in partnership with the PWC Board, is designated as the entity responsible for the administrative functions in the delivery of the WIA services. Contact information for the administrative entity is:

Cynthia Spell, Deputy Director  
Phoenix Workforce Connection  
200 W. Washington, 19th Floor  
Phoenix, AZ  85003-1611  
(602) 262-6776

Appendix C: Ordinance G-4461

3. **Identify the entity responsible for the disbursal of grant funds, as determined by the CLEO.** Provide contact information for this fiscal entity, as well as a copy of the agreement between the CLEO and the entity, which reflects the fiscal agent designation. Fiscal agent contact information and copies of the agreement should be included as Appendix D.

The City of Phoenix, being the designated fiscal entity of the Workforce Investment Act Funds, will be responsible for the disbursal of grant funds. Contact information for the fiscal entity is:

Bruce Temple, Accountant III  
Community and Economic Development Department  
Management Services Division  
200 West Washington Street, 19th Floor  
Phoenix, Arizona 85003  
602-534-6616

Attachment D –  Copy of Ordinance S33973  
Copy of Authorized Signature List

4. **Identify the One-Stop Operator.** Describe the process for selection and the relationship of the One-Stop Operator to the LWIB (i.e., when and how the One-Stop Operator was selected.) If the One-Stop Operator is a consortium of three or more One-Stop partners, include copies of the consortium agreement as Appendix E.

It is the Board’s recommendation to again recommend that the City of Phoenix be the One-Stop Career Operator, ensuring continuity of partnerships that shared processes that have developed and improved over time. Pursuant to Section 121 (e) of the Workforce Investment Act, the local board, chief elected official, and the Governor may agree to certify an entity as a One-Stop Operator if the One-Stop system was established prior to the enactment of WIA, the certification was made publicly and is consistent with the requirements under Section 121 (b). Through approval of both the original Five Year Plan, and the subsequent approval of the Program Year 2005-06 Two Year Plan, the Board’s recommendation for the City of Phoenix as the One-Stop Operator has been maintained.
The Phoenix Workforce Information Network Board, now known as the Phoenix Workforce Connection Board, at its annual retreat held September 22-24, 1999, reviewed all options available to them under the law regarding the selection of the One-Stop Operator. Consensus on the importance of maintaining and enhancing the existing One-Stop Career Center system was reach by all Board members. The Board was of the opinion that attempting to scrap the existing system and starting over would not show good stewardship of government funds. It would be a logical choice to “grandfather” the existing One-Stop Career Center system. The conceptual framework and part of the infrastructure for this system was established under the JTPA Title III system. The existing system development had already incorporated partnerships with the Department of Economic Security (DES); and likewise, several of its programs are required partners under the One-Stop Career Center system.

5. Provide an organizational chart (Appendix F) that delineates the relationship between the agencies involved in the workforce development system, including the CLEO, administrative entity, fiscal entity, One-Stop Operator and the required/optional One-Stop partner programs and lines of authority.

Appendix F describes the various roles, responsibilities and relationship of agencies and partners that comprise the workforce development system for Phoenix Workforce Connection.
Provide a detailed analysis of the local economy, the labor pool, and labor market. The LWIB should use LMI resources such as the Training and Education Research Model (TERM), County Indicators for Arizona, etc.) The analysis must include:

1. The current makeup of the local economic base by industry.

Several base economic activities drive our regional economy. These activities include industries that import money into the region by individuals outside the region and local-serving industries that serve the region's rapidly growing local population. The most important base industries are two high-technology manufacturing activities: computers and electronics (mostly semiconductors) and aerospace/defense. Tourism, agriculture, and high-end business financial services, such as call centers, are key industries that import monies into the Arizona economy. Within the Phoenix-Mesa Metropolitan Statistical Area (MSA), major local-serving industry sectors include service-producing and construction industries. Service-producing industry groups such as education, health services, and business professional services continue to account for an increasing share of the Phoenix-Mesa MSA number of businesses, employment, and wage levels (source: Arizona Statewide Economic Study 2002).

Recent state, regional and local economic development agencies efforts have focused on attracting higher-wage jobs in targeted industry clusters. However, current data suggests the region’s industry base remains service-oriented, increasing to 83.5% in 2006 from 72.8% in 1970. The service-producing industry groups which account for an increasing share in the number of firms, employment, and wages are education and health services along with professional and business services (Chart I).

**Chart I**

2. **Industries and occupations most critical to the Local Workforce Investment Area (LWIA) and which occupations are expected to grow or decline in the short term and over the next decade.**

At the regional and local level, the most critical occupations to the economy are those in industry sectors that either export a product or service outside of our region or those that serve Arizona’s rapidly-growing economy and local population. Occupations in industries such as, high-technology manufacturing, biosciences and healthcare, aerospace, construction, and tourism, are all critical to growing and diversifying our region’s future economy.

The City of Phoenix Community and Economic Development Department (CEDD) through its partner, the Greater Phoenix Economic Council (GPEC), recently updated a study from 2004 identifying five key regional clusters: Biosciences, Aerospace, Advanced Business Services, High-Tech, and Sustainability. The study, conducted by the Thunderbird Corporate Consulting Group (TCCG), measured the relative health of these key Phoenix clusters compared to competing benchmark cities. Potential issues were identified for the region to focus on to ensure continued growth and vitality in those clusters. Some of the workforce-related results of this survey include:

- The Phoenix labor force is competent in Electronics, Optics and Information Technology.
- In the Aerospace industry, Phoenix’s core competency is in Avionics, although employment in this field decreased 6% last year due to productivity improvements & off-shoring.
- Within the electronics sector, the dominant industry is semiconductor components. Although relatively high-wage, the overall industry is manufacturing rather than the higher-paying R&D.
- For those companies engaged in R&D, a higher skill level is required. Current demand for these jobs is being met by out of state workforce.
- In Arizona, Science & Engineering positions as a percentage of the total workforce are less than national average (AZ=6.43%, US=8.20%).

In addition to the targeted industry clusters, major occupations in 16 career clusters are documented in the table below (Chart II). While some occupations can share a cross-relationship to one or more clusters, this represents a generalized standard of occupational groupings used nationally.

**Chart II**

**SAMPLE OF KEY OCCUPATIONS IN 16 CAREER CLUSTERS**

**AGRICULTURE/NATURAL RESOURCES**
- Biochemists
- Bioengineers
- Biotechnology Lab Technician
- Farmers
- Biologists
- Nutritionists
- Food Processors
- Meat Cutters

**ARCHITECTURE AND CONSTRUCTION**
- Architect
- Drafter

**ARTS, A/V TECHNOLOGY & COMMUNICATION**
- Graphic Designer
- Video Systems Technicians
- Interior Designer
- Illustrators
Telecommunication Technicians
Cable & Line Repairers/Installers
Systems Analyst

**BUSINESS AND ADMINISTRATION**
Manager
First Line Supervisor
Accountant
Customer Service Representative
Administrative Assistants
Training & Development Specialist
Shipping & Receiving Clerks
Marketing Manager
Sales Representative

**EDUCATION AND TRAINING**
Teacher
Teacher Assistant
Administrator
Counselor

**FINANCE**
Financial Analyst
Revenue Agent
Auditor
Economist
Commodities Sales Agent
Credit Analyst
Loan Officer
Accountant

**GOVERNMENT & PUBLIC ADMINISTRATION**
Elected Officials
Military Careers
Postal Workers
Highway Maintenance Workers
Building Inspectors

**HEALTH SCIENCE**
Physician
Physician Assistants
Medical Assistants
Respiratory Therapists
Registered Nurses
Licensed Practical Nurse
Pharmacists
Pharmacy Technicians
Medical & Clinical Laboratory Technicians
Medical & Clinical Laboratory Technologists

**HOSPITALITY & TOURISM**
Meeting & Convention Planners
Gaming Dealers
Chefs & Head Cooks
Gaming Supervisors

Concierges
First-Line Supervisors/Managers of Food Preparation & Servers
Food Service Managers
Amusement & Recreation Attendants
Gaming Workers, All Others
Lodging Managers
Baggage Porters & Bellhops

**HUMAN SERVICE**
Social Worker
Psychologist
Counselor
Dietician
Religious Leader
Child Care Worker
Sociologist

**INFORMATION TECHNOLOGY**
Network & Computer Systems Administrators
Computer Support Specialist
Computer Systems Analysts
Database Administrators
Software Engineer
Technical Writer
Webmaster

**LAW & PUBLIC SAFETY**
Police & Sheriffs Patrol Officer
Fire Fighter
Probation Officer
Correctional Treatment Specialist
Police, Fire, & Ambulance Dispatcher
Attorney
Law Clerk
Court Reporter
Judge
Legal Secretary
Legal Assistant

**MANUFACTURING**
Engineer
Engineering Technician
Manager
Inspector
Maintenance Technician
Industrial Machinery Mechanic
Welders, Cutters, Solderers, & Brazers
Packers & Packagers, Hand
First-Line Supervisors/Managers of Production & Operating
Machinists
Machine Operator
Fabricator
Assembler
MARKETING SALES & SERVICE
Sales Manager
Supervisor
Retail Sales
Counter & Rental Clerks
Broker
Agent
Customer Service Representative
Stock Clerk
Buyer
Administrative Support Staff

SCIENCE, TECHNOLOGY, ENGINEERING, & MATHEMATICS
Aerospace Engineer
Geneticist
Chemist
Engineer

Technician
Physicist
Mathematician
Geologist
Environmental scientist

TRANSPORTATION, DISTRIBUTION & LOGISTICS
Transportation manager
Logistics manager
Warehouse manager
Material Handler
Dispatcher
Mechanical Service Technician
Driver
Industrial Equipment Operator
Reservation, travel, & transportation agents/clerks

Short-term and long-term job growth data for the Phoenix-Mesa MSA is available for two year industry employment forecasts (Chart III) and ten year occupational employment projections (Chart IV). Statewide data concludes that the most rapid rate of regional employment growth over the next decade will occur within the healthcare and healthcare support occupations. Medical Assistant (+52%), Pharmacy Technicians (+49%), Registered Nurse (+48%), Dental Assistant (+46%), and Pharmacists (+45%) are examples of the fastest growing occupations statewide over the next decade (Chart II).

### Chart III

**Phoenix-Mesa Two-Year Employment Forecast**

(In Thousands)

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Nonfarm Employment</strong></td>
<td>1787.9</td>
<td>1894.7</td>
<td>1945.1</td>
<td>1980.7</td>
<td>50.3</td>
<td>35.6</td>
</tr>
<tr>
<td><strong>Percent Change</strong></td>
<td>6.0</td>
<td>2.7</td>
<td>1.8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Manufacturing</strong></td>
<td>136.6</td>
<td>140.3</td>
<td>139.2</td>
<td>139.0</td>
<td>-1.1</td>
<td>-0.1</td>
</tr>
<tr>
<td><strong>Percent Change</strong></td>
<td>2.7</td>
<td>-0.8</td>
<td>-0.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Natural Resources &amp; Mining</strong></td>
<td>2.2</td>
<td>2.7</td>
<td>3.1</td>
<td>3.1</td>
<td>0.4</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Percent Change</strong></td>
<td>23.3</td>
<td>14.9</td>
<td>0.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Construction</strong></td>
<td>163.9</td>
<td>184.8</td>
<td>183.2</td>
<td>174.1</td>
<td>-1.6</td>
<td>-9.1</td>
</tr>
<tr>
<td><strong>Percent Change</strong></td>
<td>12.7</td>
<td>-0.9</td>
<td>-4.9</td>
<td></td>
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<tr>
<td><strong>Trade, Transportation, &amp; Utilities</strong></td>
<td>362.2</td>
<td>379.6</td>
<td>390.9</td>
<td>401.1</td>
<td>11.4</td>
<td>10.2</td>
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<tr>
<td><strong>Percent Change</strong></td>
<td>4.8</td>
<td>3.0</td>
<td>2.6</td>
<td></td>
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<tr>
<td><strong>Information</strong></td>
<td>33.3</td>
<td>32.9</td>
<td>33.0</td>
<td>33.2</td>
<td>0.1</td>
<td>0.2</td>
</tr>
<tr>
<td><strong>Percent Change</strong></td>
<td>-1.2</td>
<td>0.3</td>
<td>0.6</td>
<td></td>
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<td></td>
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<tr>
<td><strong>Financial Activities</strong></td>
<td>147.0</td>
<td>154.2</td>
<td>156.3</td>
<td>158.8</td>
<td>2.0</td>
<td>2.5</td>
</tr>
<tr>
<td><strong>Percent Change</strong></td>
<td>4.9</td>
<td>1.3</td>
<td>1.6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Professional &amp; Business Services</strong></td>
<td>296.9</td>
<td>320.6</td>
<td>331.7</td>
<td>339.6</td>
<td>11.1</td>
<td>7.9</td>
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<tr>
<td><strong>Percent Change</strong></td>
<td>8.0</td>
<td>3.5</td>
<td>2.4</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Education &amp; Health Services</strong></td>
<td>184.1</td>
<td>195.3</td>
<td>203.6</td>
<td>211.7</td>
<td>8.3</td>
<td>8.1</td>
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<tr>
<td><strong>Percent Change</strong></td>
<td>6.1</td>
<td>4.3</td>
<td>4.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Leisure &amp; Hospitality</strong></td>
<td>170.4</td>
<td>180.7</td>
<td>190.5</td>
<td>198.8</td>
<td>9.7</td>
<td>8.4</td>
</tr>
<tr>
<td>Percent Change</td>
<td>6.1</td>
<td>5.4</td>
<td>4.4</td>
<td></td>
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<td></td>
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<tr>
<td>Other Services</td>
<td>66.0</td>
<td>73.0</td>
<td>77.0</td>
<td>79.7</td>
<td>4.0</td>
<td>2.7</td>
</tr>
<tr>
<td>Percent Change</td>
<td>10.6</td>
<td>5.5</td>
<td>3.5</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Government</td>
<td>225.4</td>
<td>230.6</td>
<td>236.7</td>
<td>241.5</td>
<td>6.1</td>
<td>4.8</td>
</tr>
<tr>
<td>Percent Change</td>
<td>2.3</td>
<td>2.6</td>
<td>2.0</td>
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</tbody>
</table>

Note - All calculations are based on actual figures and then rounded to the nearest tenth for percentage change or the nearest hundred for employment.


Chart IV

Sample of Research Administration's 10-Year High Growth Occupational Employment Projections:
Arizona High Growth Occupations 2005-2015

<table>
<thead>
<tr>
<th>Occupation Title</th>
<th>10 Year Change</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
</tr>
<tr>
<td>Network Systems &amp; Data Communications Analysts</td>
<td>2,091</td>
<td>53.9%</td>
</tr>
<tr>
<td>Medical Assistants</td>
<td>4,326</td>
<td>52.2%</td>
</tr>
<tr>
<td>Pharmacy Technicians</td>
<td>2,887</td>
<td>49.1%</td>
</tr>
<tr>
<td>Registered Nurses</td>
<td>16,364</td>
<td>48.2%</td>
</tr>
<tr>
<td>Dental Assistants</td>
<td>2,611</td>
<td>46.6%</td>
</tr>
<tr>
<td>Pharmacists</td>
<td>1,963</td>
<td>44.9%</td>
</tr>
<tr>
<td>Postsecondary Teachers, All Other</td>
<td>1,690</td>
<td>44.2%</td>
</tr>
<tr>
<td>Radiology Technologists &amp; Technicians</td>
<td>1,704</td>
<td>43.0%</td>
</tr>
<tr>
<td>Home Health Aides</td>
<td>3,999</td>
<td>42.8%</td>
</tr>
<tr>
<td>Network &amp; Computer Systems Administrators</td>
<td>1,711</td>
<td>41.9%</td>
</tr>
<tr>
<td>Elementary School Teachers, Except Special Education</td>
<td>14,386</td>
<td>39.8%</td>
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<tr>
<td>Interviewers, Except Eligibility &amp; Loan</td>
<td>1,531</td>
<td>39.7%</td>
</tr>
<tr>
<td>Medical Records &amp; Health Information Technicians</td>
<td>1,513</td>
<td>39.6%</td>
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<tr>
<td>Computer Software Engineers, Applications</td>
<td>3,057</td>
<td>39.3%</td>
</tr>
<tr>
<td>Heating, Air Conditioning, &amp; Refrigeration Mechanics &amp; Installers</td>
<td>2,926</td>
<td>38.3%</td>
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<tr>
<td>Nursing Aides, Orderlies, &amp; Attendants</td>
<td>7,720</td>
<td>38.2%</td>
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<tr>
<td>Cost Estimators</td>
<td>1,812</td>
<td>37.5%</td>
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<tr>
<td>Social &amp; Human Service Assistants</td>
<td>1,649</td>
<td>37.0%</td>
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<tr>
<td>Computer Software Engineers, Systems Software</td>
<td>2,027</td>
<td>37.0%</td>
</tr>
<tr>
<td>Secondary School Teachers, Except Special &amp; Vocational Education</td>
<td>6,756</td>
<td>36.9%</td>
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<tr>
<td>Teacher Assistants</td>
<td>7,258</td>
<td>36.5%</td>
</tr>
<tr>
<td>Personal &amp; Home Care Aides</td>
<td>5,044</td>
<td>36.2%</td>
</tr>
<tr>
<td>Preschool Teachers, Except Special Education</td>
<td>2,294</td>
<td>36.0%</td>
</tr>
<tr>
<td>Business Operations Specialists, All Other</td>
<td>3,513</td>
<td>35.5%</td>
</tr>
<tr>
<td>Painters, Construction &amp; Maintenance</td>
<td>5,229</td>
<td>35.2%</td>
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<tr>
<td>Bus Drivers, School</td>
<td>2,090</td>
<td>35.1%</td>
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</tbody>
</table>

In terms of the number of jobs created, Office and Administrative Support occupations are projected to be the occupation group with the most numerous jobs added in Arizona over the next 10 years (Chart V). Office and administrative support; sales and related; food preparation and serving related; and construction and extraction are each projected to have more than 10,000 openings annually over the next decade. Healthcare practitioners and healthcare support will also combine to have almost 10,000 annual openings during the next 10 years. No major occupational group is projected to experience employment declines over the next decade. The slowest growth will occur in farming, fishing and forestry occupations.
While long-term economic trends have generally shown favorable job growth in Arizona, short-term dynamics have occasionally shown that our economy, like that of the nation, is comprised of a workforce in transition. Cyclical and seasonal forces have shown Arizona's economy is not immune to employment fluctuations and labor supply imbalances. For example, especially during the latter part of 2001, the Phoenix-Mesa MSA was among the fastest job growing economies in the nation, experiencing relatively tight labor market conditions. However, the Phoenix-Mesa MSA was disproportionately impacted with job losses during the economic downturn that followed.

According to Research Administration's August 2006 short-term forecasts for 2006-07, Arizona's economy is forecasted to add nearly 228,000 jobs. However, while the Arizona economy was one of the faster to recover, industries such as manufacturing and information services have been slower to rebound.

Despite national trends that forecast a decline in employment, demand for manufacturing occupations in Greater Phoenix is expected to increase in the coming years. Between 2003 and 2013, employment in production occupations is forecasted to grow 14.7%. In January of 2006, the Battelle Memorial Institute's Technology Partnership Practice released a report on the future of the high-technology manufacturing industry in the Greater Phoenix region. The report surveyed local firms and found that the need for technician-level occupations is expected to increase 24% in the next two years. A third of the firms expect their need to continue for three to five years. Leading this demand are technician occupations in areas such as science (a 64% increase), manufacturing software/applications (44%), drafting, design, and product development (34%), and mechanical engineering (31%).

(1) Maricopa Community Colleges, Center for Workforce Development
Note: Presently LWIBs self-define and self-declare comprehensive One-Stop sites; however the GCWP is in the process of developing Arizona’s chartering process that will require modifications to local plans upon implementation.

1. Describe the Arizona Workforce Connection system in your LWIA. Provide strategic information about the availability and coordination of Arizona Workforce Connection services, including:
   a) Number and type of sites (i.e.: comprehensive, affiliate, electronic access) and site locations.
   b) Factors used to assess the effectiveness of such configuration. Include factors for determining a location’s business hours and the types of services offered.

The Phoenix Workforce Connection Division oversees the delivery of One-Stop services through a network of partner programs composed of state, county, city, community, and private sector organizations. The Phoenix Workforce Connection (PWC), as the system is known, has two comprehensive One-Stop Career Centers where individuals and businesses have access to the core services of all mandated One-Stop partner programs. PWC also operates a satellite office where individuals can fully access WIA adult, dislocated worker, and business services. The City’s HOPE VI initiative operates the Emmett McLoughlin Community and Training Center where individuals and businesses have full access to self-directed core services and referral access to the other City One-Stop Career Centers. Business services staff at all locations can link businesses to a wide array of specialized products and services.

In addition to on-site services, businesses and job seekers can utilize on-line services through the PWC website, as well as the Internet-based workforce development system managed by the Department of Economic Security. Both job seekers and businesses are made aware of the on-line resources through flyers, job fairs, in person and phone consultations, and other sources of contact. Literally, any location with Internet service can be an electronic access location; most PWC One-Stop partners have local on-line resources bookmarked on agency and resource area computers.

Several community-based organizations also comprise the PWC One-Stop Career Center system through subcontract. However, the contract period expires on June 30, 2008; therefore, specific locations and agencies are not being identified in this plan. Once contractual decisions are made for Program Year 2008, each contracting agency will become a satellite location based on criteria established in the Request for Proposal.

The PWC One-Stop Career Center system locations are:

**Comprehensive Sites**

- **Phoenix Workforce Connection One-Stop Career Center – North**
  9801 N. 7th Street, Phoenix, AZ 85020
  Hours of Operation: M-F, 8:00 a.m. – 5:00 p.m.

- **Phoenix Workforce Connection Career Center – West**
  3406 N. 51st Avenue, Phoenix, AZ 85031
  Hours of Operation: M-F, 8:00 a.m. – 5:00 p.m.

Partners located at the comprehensive One-Stop Career Centers:

- Maricopa County Community College District (MCCCD)
- City of Phoenix Title 1B Adult & Dislocated Workers
- Senior Community Service Employment Program: Goodwill and AARP
- Veterans Program
• Department of Economic Security – Employment Service, Vocational Rehabilitation, Unemployment Insurance, Migrant Seasonal Farm Workers program
• Manpower, Inc.
• Workforce Investment Act, Title 1B Youth Programs (on-site presence to be established by July 1, 2008)
• Adult Education
• Community Services Block Grant Employment & Training
• Job Corps

Satellite Centers
• Phoenix Workforce Connection One-Stop Career Center – South
  4732 S. Central Avenue, Phoenix, AZ  85040
  Hours of Operation:  M-F, 8:00 a.m. – 5:00 p.m.

• Emmett McLoughlin Community Training and Education Center
  1150 S. Seventh Avenue, Phoenix, AZ  85007
  Hours of Operation:  M-Th, 8:30 a.m. – 7:30 p.m., Fridays, 8:30 a.m. – 5:00 p.m. and Saturdays by appointment

To ensure the quality of service delivery in Phoenix Workforce Connection (PWC) One-Stop Career Center system, several practices have been adopted or are in the process of development to promote consistency and uniformity. Although unique in the regions of the City in which they serve individuals and in the characteristics of those served, PWC One-Stop Career Centers, both comprehensive and satellite locations, must provide the same level and quality of services to job seeking individuals and businesses.

1. As a part of the process in the developing of the One-Stop Career Center system, the PWC One-Stop Management Team was established. The PWC One-Stop Management Team, comprised of key representatives of the required and optional One-Stop partners, meets on a bi-monthly basis to discuss process and system improvement strategies in the operation of the PWC One-Stop Career Centers. The key functions/services within the centers that are common to all on-site partners have been identified and progress has been made to standardize them. To date, these processes are all related to services to job seeking customers.

2. Each comprehensive and satellite center is required to use a standardized survey to measure customer satisfaction for job seeking customers. Customer satisfaction goals are established prior to the start of the program year for each center. Customers are made aware of the survey availability at key functional/service areas within the centers, including reception, resource room, workshops, and individual One-Stop partner service areas. On a monthly basis, the surveys are collected and compiled for a center customer satisfaction rating. When there are specific issues raised by customers through the “comments” section of the survey, the affected center must submit the corrective taken or to be taken to address the deficiency.

   Business customers are also surveyed for service satisfaction outcomes based on specific partner programs; however there is no uniform format and strategy currently in place for the PWC One-Stop Career Center system. The partner staff that provides business services in the PWC system is in the process of developing system wide policies and procedures to address the quality of services.

3. A group of key One-Stop partners was convened in the spring of 2006 to begin discussions and develop a plan of action to implement service delivery principles for the comprehensive centers. Representatives on this work group include staff from the City WIA programs, DES Employment Services, WIA youth program providers, and the Maricopa County Community College District (MCCCD) District. Five service delivery principles have been adopted and are in the process of being implemented through policies and procedures.
They are:

- Principle #1 – Every customer will receive prompt service.
- Principle #2 – Every customer will have an initial needs assessment.
- Principle #3 – Every customer will have access to an orientation to services.
- Principle #4 – Every customer will have access to career services.
- Principle #5 – All staff will have the knowledge, skills, and abilities to assist One-Stop customers.

Each service delivery principle also includes an evaluation and continuous improvement component. The key to full implementation will be a comprehensive training curriculum for staff. Staff must be knowledgeable about all services and processes, regardless of which agency or program funding stream is serving the customer and must have the capacity to deliver such services in a manner consistent with the established quality standards.

4. To ensure consistency in branding the system, each PWC center is required to use the Phoenix Workforce Connection (PWC) name and logo on printed materials used to promote activities and services. The comprehensive centers are identified as PWC sites with building signage reflecting this, and the satellite centers have decals on the main doors. This allows easy identification of the site as a part of the One-Stop Career Center system. All signage includes the byline: “An affiliate of the Arizona Workforce Connection.”

5. Each PWC center is also required to have:

   a. A reception area where service seekers can get information about the required and optional One-Stop partner programs and be directed to on-site services, and
   b. A staffed on-site resource center that can be accessed by any individuals seeking services. Staff in the resource area provides guidance on the usage of the self-directed resources who have indicated the interest and capacity to benefit from self-directed services.

Both comprehensive centers also house a Disability Navigator, allowing an individual with a disability to receive personalized services that target their specific needs. Assistive technology has been installed in the resource room so that an individual with a disability can easily access the on-line and self-directed services.

6. The PWC Youth Program is seeking youth contractors for Program Year 2008 to provide eligible youth an introduction to services available in the Phoenix Workforce Connection One-Stop Career Center System. Youth contractors must identify effective approaches to providing comprehensive services that include collaborations and partnerships among youth services agencies and relevant partners within the local One-Stop Career Center system. Effective partnerships and collaborations include strategies that link community colleges and other short and long-term vocational training programs with businesses and industry partners to prepare and place youth in career path programs.

Phoenix Workforce Connection will also offer outreach, intake, enrollment/suitability, objective assessment and development of an Individual Service Strategy for older youth at the comprehensive One-Stop Career Center locations and then refer to a youth contracted provider. The goal is to expand opportunities within the One-Stop Career Centers to prepare youth for employment, training, and/or education. This also includes providing these youth with information regarding the full array of applicable or appropriate services available through the One-Stop Career Center for future purposes.
2. Describe any regional workforce development partnerships. Describe the purpose of these partnerships, the roles, goals and objectives along with the activities (such as regional planning, information sharing and/or coordination activities) that will help improve performance.

2007 CEO Workforce Summit – April 2007 (Regional Workforce Investment Area Collaboration):
This project was initiated by the City of Phoenix Community and Economic Development Department, Phoenix Workforce Connection and Maricopa County Human Services Department, Maricopa Workforce Connections in order to gain a deeper understanding of issues affecting the quality and quantity of the regional workforce as well as the economy of Phoenix and Maricopa County. The partners jointly retained the services of the ESI Corporation project team to perform several tasks including jointly preparing a regional analysis of the workforce, conducting targeted industry focus groups, and interviewing local stakeholders. The industries that were represented in the focus groups included bioscience, healthcare, advanced manufacturing, information technology and advanced business services. Findings from the focus groups and interviews were integrated into a report that was presented at the CEO Workforce Summit.

The outcome and findings of the analysis and targeted industry focus groups will allow the City and its partners to better align and leverage resources, develop sustainable systems and solutions, craft strategies in pursuit of economic growth and develop a qualified and skilled workforce.

Joint PWC/MWC Regional Board Strategic Planning Event – June 2007
The Phoenix Workforce Connection and Maricopa Workforce Connections Boards convened a joint regional strategic planning event to address the following:

1. Review and discuss the findings in the Greater Phoenix Regional Workforce Analysis Report and Focus Group findings.
2. Develop regional strategies and guidelines for implementation of action items in alignment with regional workforce analysis.
3. Identify board and taskforce roles and assignments.

There were six priority regional workforce issues and opportunities identified at the 2007 CEO Workforce Summit:

1. How can regional and state workforce development programs better address industry workforce needs?
2. What can be done to improve the availability and quality of the workforce in the Greater Phoenix region for current and future needs of employers?
3. What can be done to improve the basic and job-ready skills of the region’s workforce?
4. How can workforce, education and training providers identify the critical skill gaps in demand occupations of the region’s priority industry sectors and develop training and other resources to address them?
5. What can be done to increase the educational attainment and skills for knowledge jobs?
6. What can be done to better address infrastructure and support services for workers who experience barriers to employment such as access to transportation, affordable housing, daycare, health care and other support services needed by working families?

Item number two was identified by the convening group as the priority issue that would be first addressed. The joint boards agreed to establish work groups to work on actions items identified and schedule regular meetings for updates and progress on achieving the stated objectives.

Phoenix Workforce Connection staff is participating in a regional partnership with Maricopa Workforce Connections and State of Arizona Department of Economic Security Employment Services staff to identify targeted industries clusters and develop regional strategies to addressing workforce needs. Members of the strategic partnership meets regularly to complete work plan objectives. Critical aspect of this partnership is the involvement and engagement of business and industry.
Delivery System

1. Provide a description of the service delivery network; include the services provided by each partner agency.

The Phoenix Workforce Connection Division oversees the delivery of One-Stop Career Center services through a network of partner programs composed of state, county, city, community, and private sector organizations. The Phoenix Workforce Connection (PWC), as the system is known, has two comprehensive One-Stop Career Centers where individuals and businesses have access to the core services of all mandated One-Stop Career Center partners programs. PWC also operates a satellite office where individuals can fully access WIA adult, dislocated worker, and business services. The City’s HOPE VI initiative operates the Emmett McLoughlin Community and Training Center where individuals and businesses have full access to self-directed core services and referral access to the other City One-Stop Career Centers. Business services staff at all locations can link businesses to a wide array of specialized products and services.

Comprehensive services provided by Partners:

<table>
<thead>
<tr>
<th>Partner</th>
<th>Services Provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maricopa County Community College District (MCCCD)</td>
<td>• Outreach and Intake</td>
</tr>
<tr>
<td>District (mandated partner)</td>
<td>• Information for Supportive Services</td>
</tr>
<tr>
<td></td>
<td>• Labor Market Information and Educational Workshops</td>
</tr>
<tr>
<td></td>
<td>• Career Counseling and Advising/Connection to MCCCD’s Educational Programs and Training</td>
</tr>
<tr>
<td></td>
<td>• Individual Counseling, Career Planning, Assessment, and Resume Critiques</td>
</tr>
<tr>
<td></td>
<td>• Information on Adult Education and Literacy Programs</td>
</tr>
</tbody>
</table>

**One-Stop Career Center Focus:**

- Employer/Business Outreach Services/Rapid Response
- Youth Services Initiatives
- Career and Education Fairs and Expos
- Arizona HEAT

| City of Phoenix, WIA Title 1B Adults and Dislocated Workers             | For job seekers:                                                                 |
| (mandated partner)                                                     | • Orientation to services; case management; supportive services; job search assistance; career exploration; career and academic assessment; soft skills assessment; labor market information; access to training funds; staff assistance in the resource room; and access to fax, copier and computers, and resume software |
|                                                                        | • Workshops, including Job Readiness Assessment; Interviewing Techniques; Internet Job Search; and industry-specific occupations |

**For employers:**

- Application taking
- Customized recruitment assistance
- Sponsorship of job fairs
- Access to training reimbursement
- Information on tax credits; labor market information
<table>
<thead>
<tr>
<th>Services Provided</th>
<th>Program Details</th>
</tr>
</thead>
</table>
| Access to business attraction, expansion and retention resources | - Pre-job and on-the job training  
- Job placement assistance  
- Consumer information about Social Security taxes, personal, health, etc.  
- Sponsorship of employer forums |
| Senior Community Service Employment Program; services to individuals aged 55 and older | - Goodwill Industries staff – PWC North  
- Experience Works staff – PWC West (mandated partner) |
| Veterans Programs (mandated partner) | - Career counseling  
- Job placement assistance  
- Labor market information  
- Skills testing and assessment |
| Department of Economic Security – Employment Services (mandated partner) | **For job seekers:**  
- Access and referrals to job openings  
- Sponsorship of job fairs  
- Labor market information  
- Access to job search workshops  
**For employers:**  
- Provide applicants for job openings  
- Customized recruitment  
- Job matching for skill requirements  
- Provision of on-site interview space |
| Manpower, Inc. (non-mandated partner) | Job leads to long term temporary and contract employment. |
| Department of Economic Security - Vocational Rehabilitation (mandated partner) | - Orientation to services for persons with disabilities  
- Vocational guidance and counseling  
- Access to assistive technology for job search purposes  
- Access to physical and mental restoration services  
- Access to vocational training and educational services  
- Supported employment services, where necessary |
| Department of Economic Security – Unemployment Insurance (mandated partner) | - Access to file initial claim for unemployment insurance  
- Staff assistance for job search purposes |
| Department of Economic Security – Migrant Seasonal Farmworkers Program (PWC West) (mandated partner) | - Assistance in preparing work applications  
- Information on employment rights, health and safety issues  
- Referrals to job openings  
- Referrals to supportive services  
- Assistance in filing for unemployment insurance |
<table>
<thead>
<tr>
<th>Workforce Investment Act, Title 1B Youth Programs (mandated partner)</th>
<th>Youth between the ages of 14 – 21 are referred to one of the PWC youth program providers if the services provided by those providers are more appropriate for the individual’s needs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Native American Programs (mandated partner)</td>
<td>Individuals who are interested in the services provided by Native American programs are referred to the appropriate agency; the PWC has an MOU with the Phoenix Indian Center. The Phoenix Indian Center will provide on-site assistance when requested.</td>
</tr>
<tr>
<td>Adult Education (mandated partner)</td>
<td>Individuals are referred to the Literacy Volunteers of Maricopa County; classes are held in various communities. Negotiations are underway for on-site classes at PWC West.</td>
</tr>
<tr>
<td>Community Services Block Grant Employment &amp; Training (mandated partner)</td>
<td>Staff from the City’s Community Services Administration provides services on-site per the MOU and resource-sharing requirements. Among these is access to emergency utility assistance.</td>
</tr>
<tr>
<td>HUD Employment &amp; Training (mandated partner)</td>
<td>Staff from the City of Phoenix Housing Department assists One-Stop Career Center customers who need to secure affordable housing. On occasion, they may refer individuals in assisted housing to the One-Stop Career Centers for employment-related services. Individuals in assisted housing must be looking for work or be employed to remain eligible for their housing. HUD E&amp;T provides job search assistance at the various locations.</td>
</tr>
</tbody>
</table>
| Trade Adjustment Act (TAA) (mandated partner) | • Retraining  
• Job Search Allowance  
• Relocation Allowance  
• Trade Readjustment Allowance (TRA) Income support extended UI benefits  
• Health Coverage Tax Credit (HCTC)  
• Alternative Trade Adjustment Assistance for Older Workers (ATAA) |

2. **Describe overarching service delivery strategies, including the following:**  
a) **The strategy for seamless service delivery including: transition between core, intensive and training services and referral to partner services for both businesses and individual customers.**

   The Phoenix Workforce Connection’s integrated delivery system of core, intensive, and training services to include referrals to business and job seekers is outlined in five (5) service delivery principles. Four of the five principles have been developed to ensure that both the job seeker and the employer entering a PWC One-Stop Career Center receive 1) prompt service; 2) an initial needs assessment; 3) an orientation to services; 4) and access to career and employment services. The fifth principle, which is “all staff will have the knowledge, skills, and abilities to assist One-Stop Career Center customers” is to ensure the delivery of services is provided in a knowledgeable, professional, and seamless manner. It is the policy of PWC that staff at any PWC site will provide prompt and appropriate assistance to each individual who seeks assistance in person or electronically.
The initial greeting for each new customer includes a welcome and several basic questions that seamlessly triage the customer to the appropriate provider of core, intensive, and/or training services. This includes a 60-second overview of services to include handouts and an invitation to attend a ten-minute orientation conducted periodically throughout the day. All partner staff are trained to refer a job seeker to core (workshops, self-directed job search activities, unemployment registration, job search referrals); intensive (in-depth interview with staff to assess employment & training needs); and training (job seekers requesting guidance on career counseling; and/or career change) assistance. Services and resources identified for staff to use as referrals include: resource room for Internet and self-directed job search; workshops to help with job search techniques; access to job matching specialists for referrals to open positions; career development assessments and scholarship information from community college staff; mature worker links to employment; Veteran’s employment services; services for individuals with disabilities; youth program eligibility assessment; career guidance that will help establish and meet employment goals; and on-site staffing services.

The employer visitor at a One-Stop Career Center equally receives services as outlined in the service delivery principles. An employer is provided a brief orientation of business services offered by PWC. Staff then triages an employer by identifying his/her immediate business need(s). All staff is trained to be knowledgeable of general recruitment services and, the availability of on-site employment counselors for more comprehensive assistance. Other solution based referrals include access to professional staff who will coordinate with and for the employer on-site job fairs, career forums, employer forums, and job specific employer recruitments.

b) The type and availability of training and employment activities and supportive services available in the Local area. Include a description of how these were assessed/determined.

Training and employment activities are focused on preparing the job seeker in vocations that will address tomorrow’s skill shortages. These future employment skill gaps are identified through local labor market information listed on the Arizona Workforce Informer’s Arizona Occupational Projections for Phoenix-Mesa MSA 2006-2008 and 2004-2014. In addition, the PWC Board has identified specific high growth/high demand jobs to target for skills training and employment: healthcare/bioscience; advanced business services; advanced/hi-tech manufacturing; information technology/software; and aerospace/defense. Depending on the skill gap and the applicable industries, a combination of occupational skills training through Individual Training Accounts (ITAs), On-the-Job Training and/or Customized Training may be utilized to address the need in the most effective manner.

Key to addressing skills gaps is the continual interaction between workforce professionals and businesses. The PWC has coordinated and developed with Maricopa Workforce Connections (MWC), a regional plan to provide training and employment opportunities for job seekers and businesses in the healthcare field. The plan includes the development of both ITAs and employed worker customized training programs to meet the skill shortage in the healthcare industry.

Phoenix Workforce Connection (PWC) staff has formed working relationships with postsecondary and vocational education providers in the targeted areas. Newly identified programs are routed through the eligible training provider process to become approved providers of training for Title 1B enrollees. In addition, the PWC and MWC established a regional partnership with the Maricopa County Community College District (MCCCD) Center for Workforce Development Center to offer Career Path Workshops at the comprehensive One-Stop Career Centers. The workshops are designed to educate customers on the Governor’s industries of opportunity industry clusters and assist them in making informed, career decisions. The clusters are also aligned with both PWC and MWC’s targeted industries.
Workforce legislation authorizes the use of supportive services to enable individuals to participate in Title 1B activities when other resources are not available. PWC determines the need and the amount of such assistance based upon the results of the initial assessment (for those in core services, only) and/or the Individual Employment Plan. Support services may be provided as part of the follow-up/retention activities if the customer was employed in the first quarter after exit, and requires the support service to retain employment and/or an increase in wages or job status. Policy has been established to ensure that the receipt of a supportive service is in alignment with program regulations and policies (local, state, federal) and, can not be provided by any other resource. Support services include but are not limited to: assistance with transportation, daycare, healthcare, certification and testing, work related tools and uniforms, utilities, rent, and auxiliary aides for participants with disabilities.

c) Describe the coordination of Arizona Workforce Connection partner services. Include copies of the Memorandum of Understanding and Resource Sharing Agreements (Appendix G) between the LWIB and each partner in the local workforce investment system, as required in WIA Section 118(b)(2)(B).

The coordination of Arizona Workforce Connection partner services is primarily based at the comprehensive One-Stop Career Centers. Through established policies and procedures, each One-Stop partner utilizes a standardized process for referrals between agencies. Most of the One-Stop partner agency staff has access to the Internet-based workforce development case management system, which allows instant access to information that can be used to ensure appropriate referral.

Coordination discussions and strategies further occur at the bi-monthly meeting of the PWC One-Stop Management Team. Meetings are held at the various partner locations, and agenda items vary from reviewing existing and new One-Stop partner services to establishing new priorities and system improvement strategies.

Adults and Dislocated Workers

Describe any plans for transferring of funds between the Adult and Dislocated Worker programs. If planned, include the circumstances applicable to a transfer request, the measures to assure no loss of service to the original program population, and the expected impact on program performance.

The Phoenix Workforce Connection (PWC) may exercise its right to transfer funds between the Adult and Dislocated Worker Programs in accordance with the legislative guidance to transfer no more than 30% in a program year. The PWC bases the transfer of funds on the reasonableness of expending the program funds appropriately in conjunction with the area’s economic and business needs and environment.

Documentation to support the request may include but is not limited to the local employment insurance trends to demonstrate local economic activity; information related to WARN notices in regards to potential activity that would require using existing dislocated worker funds; enrollment in WIA Title 1B programs (including number of employed individuals served for the previous twelve (12) month period per the types of services provided, etc.); and how the transfer authority would impact enrollments and services. Additionally, the PWC Board chairperson as well as the entire Board, would be provided a budgetary plan assuring that there would be sufficient WIA Title 1B funds available to provide the full array of services to eligible individuals.
Core Services

Describe how the LWIB ensures adults and dislocated workers have universal access to the minimum required core services. Describe how partner services are integrated to avoid duplication of core services.

Universal access to core services is the foundation of the One-Stop Career Center system. These services are specific to workforce readiness, career exploration, and job search and are available in varying degrees based upon the need and interest of the One-Stop customer and the level of staff intervention.

Customers entering a comprehensive or satellite location will be greeted by staff who will provide them with a brief orientation on the universal and core services provided at the One-Stop Career Centers. The following methods are used to ensure universal access:

- **Orientation:** Information is provided on self-directed services and how to access on-site or via web-based technology. A variety of information on One-Stop partner program services, labor market information and support services to include the PASSPORT TO One-Stop Career Centers is made available to any/all job seekers accessing services at a Phoenix Workforce Connection site. Customers are informed of the office equipment located in the resource area, i.e. fax machines, photocopier, printer, and computers with Internet Access, Word, and other software.

- **Intake:** The customer is introduced to the WIA System and services are offered through common intake to identify their need(s) and prescreen for services. With minimal staff guidance, customers select their next step from a menu of services to include, but not limited to referral to a partner, schedule a workshop, or continue with self-directed job search.

- **Initial Assessment:** Self directed, web based assessment instruments are available at phoenix.gov/PHXWVC through links to personality, aptitude, and interest tests. Websites such as the Arizona Workforce Informer at www.az.gov, and the Virtual OneStop at www.arizonavirtualonestop.com are listed in the PASSPORT and on a resource flyer distributed in the common, resource areas of PWC One-Stop Career Centers. Customers can use these tools as quick guides to resources for their career and job search.

- **Career Counseling:** Information and publications related to career assessment, choices, and skill assessment, will be made available in the resource and waiting areas. Partner staff representing mandated One-Stop partners, to include Maricopa County Community College District (MCCCD) District (MCCD) and Department of Economic Security Employment Services will be available to meet with staff to assist with career decision making in using job matching and labor market information. In addition, partner staff will make available core services utilizing workshops on soft skills, career visioning and other career related topics.

- **Job Search and Placement Assistance:** Workshops on topics such as resume writing, interviewing, networking, and job readiness are universally available to the One-Stop customer. In addition, at any point of their employment search, individuals may be referred to a Employment Services representative for core services such as job leads and job development, and/or for local, statewide, and national labor market information. Staff guides customers on how to use the Virtual OneStop and other job banks to conduct a self-directed job search.

At the two comprehensive centers, all individuals who initially indicate an interest in looking for work are referred to the resource room to complete the welcome screens in Virtual OneStop. Once they have completed the screens, they meet with an Employment Services staff person for completion of the common intake and registration for Employment Services assistance. As a registrant with Employment Services, they have access to those on-site services available to the universal population, including workshops, job fairs, and referrals to job openings. If services are required beyond the basic job search strategies, individuals are referred to the appropriate One-Stop partner program.
Those who self identify as a Veteran, Migrant Seasonal Farmworker (MSFW), trade affected laid off worker, or another special population during the initial inquiry are immediately referred to the on-site staff that specializes in providing services to these populations. In many cases, the registration process into Virtual OneStop is managed by these staff. There is only a Migrant and Seasonal Farm Worker (MSFW) Outreach Specialist at PWC West, which is a designated as a significant MSFW office. The Veteran, MSFW, and/or Trade program staff then becomes the lead on services for these identified individuals and coordinates the provision of additional services through the appropriate One-Stop partners.

A key to effective coordination of services is ensuring all One-Stop partners/staff understand the objectives and operations of each others program. With this understanding, no matter where a customer enters the One-Stop Career Center system, they can be properly assessed and referred to the appropriate program. In the offices where Veteran or MSFW staff is not assigned, all One-Stop staff is provided training on these programs in order for proper referral and provision of services to occur.

**Intensive Services**

1. **Describe measures taken to ensure intensive services are provided to adults and dislocated workers who meet the criteria in WIA Section 134(d)(3)(A).**

An adult or dislocated worker must receive a minimum of one core service before receiving intensive services. The determination for need can be based on either the initial assessment or the individual’s inability to obtain employment through core services. Individuals who are unemployed can be moved into intensive services without additional eligibility criteria. For employed individuals, the PWC self-sufficiency policy criteria must be applied. It is described in question #3 in the section.

In the event that the PWC Workforce Investment Board determines that funds are limited, the PWC priority of service policy is implemented. It is described in detail later in this section.

2. **Describe your local co-enrollment process between WIA dislocated worker program and TAA.**

Guidelines and customer flow were developed jointly by staff from the Arizona Department of Economic Security, Trade Unit; Maricopa Workforce Connections; and PWC to ensure the highest quality services are made available to individuals affected by a lay-off due to foreign competition. The first point of customer contact as outlined in the guidelines is between the Employment Services/TAA representative and the TAA laid-off worker (customer). The initial appointment includes, but is not limited to, a review of the TAA determination letter noting the certification and separation date to ensure compliance with deadlines; determination of TAA program eligibility; and a review of the affected worker’s plans to become re-employed. If the worker desires and requires additional assistance, such as training services to become employed, the worker should be considered for co-enrollment with TAA and WIA.

The establishment of an appointment with a WIA case manager for an orientation to WIA services includes but is not limited to: documentation required to complete an application for WIA services; completion of a Virtual OneStop registration (welcome screens); an orientation to the TAA customer on WIA services to determine the initial interests and needs of the customer and to determine the suitability; and appropriateness of WIA services for the TAA customer.

Once eligibility is determined and the WIA core or intensive services application is completed, the WIA case manager will consult with the TAA representative to ensure adherence to the applicable TAA/TRA eligibility dates as not to jeopardize benefits and jointly develop and agree on the goals of the Individual Employment Plan. The TAA representative and WIA case
manager will meet at least monthly to review enrolled customer activity and program status. WIA staff will enter all case note updates into Virtual OneStop.

3. Describe local policies regarding self-sufficiency, including the process for establishing, monitoring compliance with and updating policy. Identify the local self-sufficiency standards approved by the LWIB for employed adults and dislocated workers as a percentage of the Lower Living Standard Income Level (LLSIL). Describe how your LWIB ensures the self-sufficiency level in your area is reflective of the current labor market information available.

The PWC Board approved a self-sufficiency threshold of 450% of the Lower Living Standard Income Levels (LLSIL). Employed individuals whose household income falls below this level are considered not self-sufficient, and therefore eligible for WIA intensive and training services. The self-sufficiency criteria and procedures to apply the criteria are issued as part of the Adult and Dislocated Worker Policy Manual, which was updated November 1, 2007.

The threshold was established by analyzing those industries identified by the City of Phoenix Community & Economic Development Department and other economic development entities as those generating the most economic wealth for the community. These include healthcare/biosciences; advanced business services; aerospace/defense; hi-tech/advanced manufacturing; and information technology/software. The PWC Board participated in several presentations from a variety of economic development organizations and/or experts relative to the economic forecast and status for the greater Phoenix area. Through position and wage information, it was determined that the 450% self-sufficiency threshold would allow workforce investment programs to enhance the skills of current workers with the intent of pay increases and/or promotions, thus creating other employment opportunities for area workers.

Staff from other Community Economic Development Departments (CEDD) who are in contact with existing and locating businesses on a daily basis provide wage and business requirements data on a regular basis. Staff from the CEDD Small Business Division participates in the monthly WIA City Site Supervisors’ meeting, providing workforce intelligence and other data relative to recent business visits and contacts. At the same time, there is staff in the each of the comprehensive centers assigned to the provision of employment services. Weekly reports are provided that outline business needs, wages being offered, etc.

Self-sufficiency is monitored through the case record review. At a minimum, the program monitoring team conducts on-site reviews for compliance to contract requirements, policy and to program progress. Monitoring occurs twice per program year, generally in the first quarter and again in the third quarter. In addition, WIA City Site Supervisors and subcontractor supervisors are required to review the electronic and hard copy file of each new WIA participant on or soon after the date of participation.

Training Services – Adult and Dislocated Worker

1. Describe local Individual Training Account (ITA) policy, including the current threshold for each ITA. Include procedures to ensure that exceptions to the use of ITAs, if any, are justified. Describe measures to leverage resources to provide increased access to training opportunities.

The Phoenix Workforce Connection (PWC) provides training through an Individual Training Account (called an Occupational Training Authorization) to WIA, Title 1B eligible participants who have qualified for core and intensive services and are unable to obtain or retain employment through such services. Training awards of up to $6,000 are issued for WIA formula funds and must be directly linked to local or regional employment opportunities or an area where participant is willing to relocate, verified by the 2004-2014 Phoenix-Mesa MSA
Occupation Projections issued by the Arizona Department of Commerce’s Research Administration. All ITAs require supervisory and One-Stop Administration approval to include verifying the program selected is registered on the Arizona HEAT and that case note entries validate the need for training and that other financial resources were researched. WIA participant eligibility factors are also reviewed during the submission of the ITA to ensure all existing information is still accurate.

The ITA Policy requires that the case worker assists the individual in applying for Federal Pell Grant assistance (if applicable) prior to training services approval. Proof of application for Pell Grant is submitted with an ITA packet, if an actual Pell Grant determination is not yet available. Other sources of financial aid are also sought, dependent upon the training provider and available sources.

The training fund maximum, as well as basic approval principles for training awards are discussed and coordinated with staff from the Maricopa Workforce Connections local area administration to ensure a regional approach for applicants seeking training assistance in a One-Stop Center throughout the region.

2. **Describe how the Eligible Training Provider System is used to provide improvement of education and training opportunities in response to the needs of business and industry. Include the policies and procedures to determine eligibility of training providers, and processes to update or revise system information.**

Phoenix Workforce Connection utilizes the Eligible Training Provider System to solicit potential training providers by publicizing its requirements and making the application process available on the Internet. The requirements for application require that the education and training curricula of vendors’ programs are in a demand occupation in the Greater Phoenix area and will provide an industry recognized certification/completion for the graduate. To further ensure the needs of business and industry are met, PWC requires and verifies that the vendors curricula offers the level of training needed by job seekers to compete in the labor market and that the minimum levels of training/experience required in an occupational field are offered. These standards are recorded on the Arizona Workforce Informer (AWI) at workforce.az.gov. PWC Staff verifies, through AWI, that vendors meet the required standards.

Local approval for the Eligible Training Provider List (ETPL) begins with the application process, which has been made available on the internet at [www.ade.az.gov/arizonaheat](http://www.ade.az.gov/arizonaheat). Within thirty days (30) of receipt of the application, City staff evaluates each incoming potential training provider application for completion and reasonableness of cost and length of training program, and verifies licensure with Arizona State Board for Private Postsecondary Education or other State licensing authorities. The completed application and supporting documentation is forwarded to the Phoenix Workforce Connection (PWC) Deputy Director for approval. Once approved, the vendor applications are then forwarded to the Arizona Department of Education for state approval and inclusion into the statewide eligible training provider list. The PWC Workforce Investment Board members are apprised of ETPL applications at regularly scheduled full board meetings. The PWC Board approved this process to ensure a streamlined approval method to meet the needs of job training applicants and to be in compliant with the thirty day (30) vendor approval requirement.

**Service to Specific Populations**

Describe the local strategies to ensure availability of services and training to meet the needs of the following:

<table>
<thead>
<tr>
<th>Dislocated Workers</th>
<th>Displaced Homemakers</th>
<th>Low-Income Individuals</th>
<th>Migrant Workers</th>
<th>Women and Minorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual</td>
<td>Veterans</td>
<td>Public</td>
<td>Individuals</td>
<td>Older Individuals</td>
</tr>
<tr>
<td>Training for non-traditional employment</td>
<td>Assistance recipients</td>
<td>Multiple barriers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>-----------------------</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Persons w/limited English proficiency</td>
<td>Persons with disabilities</td>
<td>Ex-Offenders</td>
<td>TAA</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Dropouts</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>High School graduates with low functional levels</td>
<td></td>
</tr>
</tbody>
</table>

All groups of individuals listed (dislocated workers, displaced homemakers, low-income individuals, migrant seasonal farm workers, veterans, individual training for non-traditional employment, women and minorities, older individuals, persons with disabilities, persons w/limited English proficiency, TAA, individuals with multiple barriers, dropouts, and high school graduates with low functional levels) will receive universal access to core services with no distinction made to the target grouping.

Any/all individuals entering a One-Stop Career Center are provided the opportunity to receive an individualized orientation and invitation to receive core services not limited to but to include job search and placement assistance, career and labor market information, job readiness workshops and Internet based workshops on resume application. The orientation includes an overview and explanation of partner services, community programs, and the appropriate eligibility criteria to make informed referrals. If it is determined through the individualized orientation that the job seeker, regardless if she/he represents a special population, could benefit from additional services throughout the One-Stop Career Center system, staff will leverage resources in making referrals to other One-Stop partners. Appropriate referrals will be selected from a network of qualified programs, partners, and services that address the needs of older workers, displaced homemakers, veterans, individuals with multiple barriers to employment, individuals with disabilities, and others. This network includes an array of community-based organizations, as well as the established comprehensive and satellite One-Stop Career Centers.

If individuals are already enrolled into one of the One-Stop partner programs and are seeking WIA-funded services, PWC staff will jointly case manage those individuals with the other One-Stop partner staff to ensure a comprehensive approach to meeting their employment and support needs. Co-enrollment is common with such programs as the Title V Senior Community Services Employment Program (SCSEP); TAA; Veterans Program; TANF (individuals on public assistance) and others.

The Phoenix Workforce Connection (PWC) youth program is also currently seeking youth contractors to offer workforce development services for several hard to serve populations. It is the intent of the procurement process to fund comprehensive approaches that maximize available resources and provide an array of services that meet the unique needs of the targeted population. Responses are sought that build upon the development and/or enhancement of collaborative relationships within a community, across programs and between systems. The process is seeking contractors to serve youth offenders, youth of incarcerated parents, youth with disabilities, and high school dropouts.

Respondents are asked to demonstrate not only a sound approach to providing evidenced-based, research-based, or best practice youth workforce programming, but also to support collaborative efforts of stakeholders. Examples of stakeholders are secondary schools, charter schools, community-based organizations (both small and large), faith-based organizations, public social service organizations, employers, business associations/networks, postsecondary education and training institutions, parents and the youth themselves.

**Priority of Service**

1. Describe criteria to determine whether funds allocated for employment and training activities are limited and the process by which the Arizona Workforce Connection Operator will apply priority of service.
The primary factor used to establish that WIA funds are limited is the availability of funds for direct and training services for those individuals who require and are determined in need of such services to achieve employment goals. Budget meetings occur monthly and are complemented with monthly WIA budget reports for each funding category and cost pooled expenditures. When monthly adult obligations and actual expenditures indicate that the planned budget will be exceeded, consideration is given as to whether priority of service is required. Historical trends and planned obligations are analyzed to determine if the situation is temporary or indicative of a longer term impact.

2. **Describe the LWIB’s policies and procedures for priority of service for Arizona Workforce Connection Operators. Identify the priority groups established for Title IB adult and dislocated worker services within your local area.**

In the event that funds are determined limited, the PWC Local Board has established a priority system for intensive services to determine the most in need and thereby giving priority of service to those individuals. A determination of *Low-Income, Disabled Veteran, and/or Public Assistance* recipient is an automatic qualifier to move a customer from core to intensive service. A determination of *Low-Income, Disabled Veteran and/or Public Assistance* occurs when an individual moves from core to intensive and (if determined *Low Income/Disabled Veteran/Public Assistance* recipient) is considered an automatic priority for intensive services. Low income is calculated by using the Lower Living Standard Income Level (LLSIL) 70% figures. If an individual is not determined low income or a recipient of public assistance, the priority of services is determined by additional criteria that includes work experience, targeted group (special population), skills, and level of education. Points are awarded based on the lack of these elements with the exception of the targeted populations where points are awarded for being one of the population. Once an individual is determined in need of intensive services, staff will provide a more comprehensive approach through a case management model. The services provided will include but not limited to the development of an employment plan, referral to supportive services, counseling, job referral and placement, in-depth assessment, etc.

The priority of service policy is not in effect. The process for implementing the priority of service includes local board approval of the action, the issuance of the priority of service implementation via a PWC Guidance Letter, and notification to DES/EA.

3. **Describe local strategies to ensure Jobs for Veterans Priority Compliance.**

In October 2006, PWC issued policy guidance to all adult, youth, and dislocated worker service providers formalizing the requirement to ensure priority service to Veterans for all services. The policy included the criteria and references a part of The Jobs for Veterans Act (Public Law 107-288), and the U.S. Department of Labor Training and Employment Guidance Letter #05-03. The policy was reviewed and approved by staff in the DES Employment Administration, WIA Section. Following is an excerpt from the policy guidance:

**GENERAL PROCEDURES**

A. Recruitment

(1) Each PWC site will develop and maintain a listing of PWC One-Stop locations where in-person veteran and other covered persons services as defined in Section E (under Background) are available, including the contact information for the Local Veteran Employment Representative (LVER) and/or the Disabled Veteran Outreach Program (DVOP) representative. Sites will also maintain an inventory of veteran-related literature on programs available through the Department of Economic Security for distribution.

(2) Staff will ask each individual who inquires about One-Stop services whether he/she is a veteran or meets the definition of other covered persons. If so indicated, staff will
provide the individual the contact information of an LVER and/or DVOP and veteran-related literature.

(3) If appropriate, staff will initiate establishing an appointment with the nearest LVER and/or DVOP for the veteran or other covered person. In addition, the policies and procedures for the One-Stop system Partner Referral will be followed, including completion of the referral form.

B. Intake and Enrollment

(1) For those individuals who have indicated Veteran status on the self-registration screens or have had a common intake completed in Virtual OneStop and are seeking WIA services, staff will give them priority when scheduling the first appointment for completion of the WIA core services application. Staff will ensure that each individual is aware of the services available to veterans and other covered persons, as noted above in Section A, item (2).

(2) Once it is determined that the individual is eligible for WIA core or youth services, he/she will be given priority in the next scheduled activity, whether it be an appointment, workshop, assessment, or other core or youth service.

C. Compliance

(1) Once per quarter, the success in achieving priority of service for veterans will be measured. The percentage of veterans who completed a WIA application and were enrolled into an activity versus the number of non-veterans who completed a WIA application and were enrolled into an activity will be calculated. This will be done by PWC site and by funding category (adult, dislocated worker, and youth).

(2) If the percentage of veterans enrolled is greater than the percentage of non-veterans enrolled, then the program is considered compliant.

(3) If the percentage of veterans enrolled is less than the percentage of non-veterans enrolled, then the program is considered non-compliant. The specific program and providers will be notified to implement corrective action to attain compliance.

Rapid Response (RR)

1. Identify the local area's Rapid Response team and their roles and functions. Identify your local Rapid Response policies, including the minimum threshold number of affected workers your LWIB has approved for Rapid Response services to be provided to a company experiencing a layoff, reduction in force or closure.

The process begins when the City of Phoenix Rapid Response Lead (RRL) obtains knowledge of a reduction in force by a Worker Adjustment and Retraining Notification (WARN) filed by an employer and received by the State, news media, employer contact or word of mouth. The RRL will contact the company representative and explain in detail Rapid Response (RR) services offered by the Phoenix Workforce Connection (PWC). After the meeting, and given the employer is PWC’s primary customer, the employer and RRL will determine together the menu of services that will be offered to their employees. Once the services are agreed upon, the RRL secures and coordinates all the necessary services to be delivered. Most services are offered on-site but can also be arranged off-site. For on-site or off-site orientations, workshops, and job fairs, PWC has identified a minimum threshold of fifteen (15) individuals being laid-off. Handouts distributed at information sessions that are available by email and/or fax will be provided to any employer regardless of the number of impacted workers.

At a minimum, the RR team consists of the City’s RR Lead and Employment Services staff representing unemployment insurance. Dependent upon the nature of the layoff and requests from the employer, others may participate. Sessions may include staff from the community
college, staff from the DES Trade Adjustment Assistance program, staff representing specific community organizations or social service needs, and the RR Coordinator from the Maricopa Workforce Connections.

2. **Provide a general project description of services to those affected by a mass lay off; include any overarching strategies and funding.**

The two-hour on-site presentations include information on unemployment insurance (UI), the process for applying for UI information on all the services available to dislocated workers at the local One-Stop Career Centers. Because RR services are available to everyone, employers may request that services be offered in a language other than English. In those situations, the RR Coordinator ensures that all the necessary services are provided in the language requested. Many additional services are also offered, such as workshops on topics ranging from job search techniques and interviewing, résumé writing, career and job fairs, and money management guidance. Rapid Response services are provided to small business owners as well.

The services for an employer announcing a mass lay-off would be processed as any other announcement with the exception of including the Maricopa Workforce Connections (MWC) Rapid Response Coordinator in the initial plan to determine if the PWC would need assistance in providing services to a larger number of employees. Based on the outcome of the initial contact with MWC, the local areas could plan the service delivery to the employer as a team or, in some cases, the PWC would remain the lead and MWC would assist when needed. The initial contact with MWC would be to determine if the services would be unmanageable for the PWC and when and if the job seekers would be better served at county sites, city sites, or a combination of both. Either as a team or a local area, PWC would develop strategies for the mass layoff at an on-site discussion with the employer to review and determine a time line to provide a comprehensive plan of services for the employees. This would include but not be limited to an employee survey to determine services required; a skills assessment of the employees to determine their marketability and re-employment needs; and, scheduling on-site job readiness workshops provided by professional training agencies contracted by PWC through the use of Rapid Response funds.

**Youth**

1. **Describe the strategy to ensure eligible youth have the opportunity to develop and achieve career goals through education and workforce training. Include discussion regarding youth most in need, such as: out-of-school youth, homeless youth, youth in and aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, and other at-risk youth.**

Youth contractors will incorporate youth development strategies and principles into program design and delivery that support high school completion, skill acquisition, gainful employment and productive citizenship for young people. The Youth Initiatives Committee identified the following strategies to ensure eligible youth, specifically out-of-school youth, homeless, foster care, youth offenders, and youth of incarcerated parents, have the opportunity to develop and achieve career goals:

**Youth Responsibility:** Youth are expected to take personal responsibility for their success. They will be involved in developing their plan, selecting the activities and programs that meet their employment needs, achieving appropriate educational competencies and achieving their program goals.

**Youth Involvement:** The planning process will involve youth in a substantial and ongoing way. Youth will be recruited for membership on the Youth Initiatives Committee. Each contractor is expected to provide youth for a Leadership Council to assist in decision making policies with the Youth Initiatives Committee.
Strategically Meeting Needs of the Community: Programs will meet the needs of at-risk youth populations and under-served communities while providing a broad range of services that meet the academic, employment, and youth development needs of young people. Programs are aimed at ensuring that economically disadvantaged youth in school and out of school have the opportunities and support needed to become productive members of the workforce and achieve economic self-sufficiency.

Strong Youth Development Model: Effective programs are built on a well-conceived and implemented approach to youth development. A commitment to youth development is exemplified by a conscious and professional reliance on youth development principles, including high expectations, caring relationships, holistic service strategies that build responsibility and identity, and a view towards youth as resources. Key strategies include providing adult mentors for every youth participant, integrating social and support services into programming, addressing transportation barriers, accommodating a variety of learning styles, and providing meaningful and strategic follow-up services for young people when they exit in order to ensure their continued success.

Skill Development: Effective programs clearly emphasize the development of skills, knowledge, and competencies that lead to jobs and careers. Programs will link work and learning and academic and occupational learning. Key strategies include linkages to apprenticeships, community colleges and employers; transition services; and how participants will gain academic credit and skill credentials.

Involvement of Employers and Links to Local Labor Markets: Programs will have the strong involvement of local employers and will be linked to local labor market needs and growing economic sectors. Programs will provide effective connections to intermediaries with strong links to the job market and local and regional employers. Programs must have a clear link to the six targeted industry clusters identified by the City.

Collaboration and Leveraging Partnerships: Programs will demonstrate effective partnerships to meet the needs of underserved and hard to serve youths. Involving the local community means developing formal and meaningful partnerships among educational institutions, employers, community-based organizations, private sector employers, and/or other organizations and members of the community interested in youth. Youth contractors are encouraged to access resources from these partnerships and use them in the program to provide quality youth opportunities.

Producing Results: Programs will ensure that young people are gaining the skills to complete high school or its equivalent and transition to postsecondary education, advanced training or skilled employment. Programs must result and strive to continuously improve their programs and their outcomes for youth based on relevant information and data.

Academic Gains for Youth: Alternative Education programs (either dropout prevention or dropout recovery models) will provide quality education that adheres to the State’s standards developed in response to the No Child Left Behind Act (NCLB). The contractor’s process must demonstrate progress towards the standards for success within NCLB.

2. Describe local efforts to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment. Additionally, describe local efforts to successfully connect youth to the education and training opportunities that lead to successful employment.
In 2006, the Phoenix Workforce Connection WIA Youth Program implemented a Strategic Planning process to build a youth-serving system to meet the needs of all disadvantaged youth. The goal was to create partnerships within the community to engage education and business professionals in the implementation of programs that offer career path training in high-demand and cluster occupation. The strategic plan culminated in the implementation of several summer camps that engaged and introduced disadvantaged youth to high-demand and cluster occupations, with the goal to continue postsecondary education after the completion of the program.

Phoenix Workforce Connections is committed to creating a “youth” pipeline of educated and qualified workers by implementing customized educational training (summer camps) to meet industry needs in Pharmacy, Bioscience, Healthcare, and Advanced Manufacturing. The Summer Youth Camp Program is a partnership among Phoenix Workforce Connection, the Community and Economic Development Department, the Human Services Department, local community colleges, and businesses. The summer youth camps focus on increasing outreach to eligible youth by providing professional and educational opportunities in targeted industry clusters. The overall goal of the program is to encourage youth to enroll in postsecondary education.

The program design allows students to obtain community college credits (four to six credits) while gaining 200 hours of valuable work experience in the targeted industry cluster. All participants are placed in work experiences that allow them to job shadow professionals in the industry cluster for a rich and meaningful career exploration. All credits earned at local community colleges are transferable to a variety of short and long-term career path programs. The goal is to create a pipeline of youth who are interested in continuing occupational skills training in certificate or degree programs. Upon completion of the camps, students are eligible for immediate enrollment into short-term certification and degree programs in the current local community college system.

Reintegrating youth offenders into society, including the workforce, can be challenging. In order to address these challenges, HOPE (Helping Others Pursue Education/Employment) was developed to leverage resource among Phoenix Workforce Connection and the Arizona Department of Juvenile Corrections. Program partners provide youth offenders, who are transitioning out of local correctional facilities, with employment and educational training opportunities in high demand and targeted cluster occupations.

Transitioning youth are offered the opportunity to receive educational training, which included secondary and postsecondary education. Depending on initial assessments, youth are referred to program activities based on interest and educational levels. Youth will receive training in life management, work-readiness, and occupational training. The program also offers support services to remove barriers that hinder self-sufficiency due to the many obstacles they face on a daily basis. The program’s overall goal is to provide occupational training in high-demand and cluster occupations, while at the same time providing meaningful employment opportunities for transitioning youth to reach self-sufficiency.

The Achieving Vocational Training (AVE) Program is a collaborative project between PWC, local charter high schools, and Maricopa Skill Center (MSC) with the purpose to assist low income, at-risk youth through charter high schools and prepare them for the workforce and/or post secondary education. The overall goal is to increase student retention and graduation rates at local charter high schools and to dual enroll youth in postsecondary education.

Achieving Vocational Education is a program designed to give qualified high school students the opportunity to start their vocational courses while attending high school. The program assists students in obtaining a Certificate of Vocational Skills Training in addition to receiving their High School Diploma. AVE students are concurrently enrolled in high school and at the Maricopa
Skill Center. Students are given the proper tools to ensure success, which include Student Resource Advisement, Program Advisement, Job Placement Support, Transportation Assistance, and High School Elective Credit.

3. **Describe the strategy to provide initial intake, objective assessment, case management, individual service strategies and eligibility assessment for youth.**

Active participant engagement leads to positive outcomes. As a result of the thorough objective assessment process, the participant learns more about his/her skills, knowledge, and abilities in relation to secondary and postsecondary school education goals, vocational training goals, and/or career goals. The youth program service provider also learns about the participant's educational levels; work readiness and prior work experience strengths and abilities; barriers that may hinder returning/remaining in school to complete basic education, hinder occupational skills training or hinder obtaining/retaining employment.

An objective assessment of skill levels and service needs of each participant is completed with all youth and includes an examination of basic skills, occupational skills, educational background, prior work experience, employability, interests, aptitudes, attitudes towards work, motivation, behavioral patterns affecting employment potential, supportive service needs, developmental needs, leadership needs, and family situation. The assessment includes an evaluation of the participant’s barriers to employment including financial resources and supportive service needs. The assessment is used by youth program service providers to develop an Individual Service Strategy (ISS) to identify and provide a method to obtain employment and accomplish education and training goals.

The objective assessment is a client-centered, diagnostic approach to evaluate the needs of participants without regard to services or training programs available. It includes a full array of options including structured interviews, career guidance instruments, basic skills tests, and behavioral observations. The process includes structured interviews, written tests, performance tests (i.e., skills and/or work samples including those that measure interest and capability to train in nontraditional employment), behavior observations, interest and/or attitude inventories, career guidance instruments, aptitude test, and basic skills test. This examination of the capabilities, vocational potential, barriers to employment, and supportive service needs of a participant is to be used to develop a realistic employment goal and a service strategy. The objective assessment is an ongoing process and is not viewed as a one-time event. The objective assessment is to be revised regularly when additional needs are identified or goals achieved.

Younger youth (ages 14 through 18) shall be assessed using standardized evaluation tools for deficiencies in basic, occupational and work readiness skills to establish goals for the required Workforce Investment Act (WIA) Skills Attainment Performance Measure. An assessment to determine presumptive need and pre-assessment tools for each skill attainment category are available in Arizona’s Skill Attainment System manual. The pre-assessment and skill attainment must be included in the hard copy file. The youth program service provider must set a minimum of one skill attainment goal per year, and may determine whether the youth can achieve more than one goal in the same period.

Older youth (ages 19 through 21) are assessed with a focus on education and/or employment. Barriers to employment and training are evaluated and take into account participant’s family situation, work history, education, occupational skills, interests, attitudes toward work, motivation, behavior patterns affecting employment potential, financial resources, supportive service needs, and personal employment information as it relates to the local labor market.
During objective assessment, additional goals are identified for specific hard-to-serve youth, which include:

- Youth offenders/youth of incarcerated parents, which include but not limited to successfully complete secondary and/or postsecondary education, participate in accountability classes, and participate in behavior modification activities.
- Youth with disabilities, which include but not limited to successfully complete secondary and/or postsecondary education and receive reasonable accommodations including assistive technology relevant to increasing self-sufficiency.
- Youth drop outs, which include but not limited to re-enroll and successfully completed secondary and/or postsecondary education, participate in accountability classes, and participate in behavior modification activities.
- Homeless youth objectives, which include but not limited to successfully complete secondary and/or postsecondary education, receive basic living skills training, and return to family or stable living conditions.
- Foster care youth objectives, which include but not limited to successfully complete secondary and/or postsecondary education, receive basic living skills training and return to family or stable living conditions.
- Pregnant and parenting youth, which include but not limited to successfully complete secondary and/or postsecondary education, participate in parenting skills training, and participate in planned parenthood classes.

Comprehensive Individual Service Strategies (ISS) are developed after objective assessment to include career, educational, and developmental goals, both short-term and long-term. ISS goals and strategies are updated as short-term goals are achieved or the youth’s needs change. Career goals for younger youth are age appropriate and will identify a career interest that can be developed into a career goal. Goals may change as a youth ages and interests broaden as a result of participation in workforce development activities, which must be reflected in ISS revision and appropriately documented. Skill attainment goals will also be established for all in-school and out-of-school youth needing basic skills, work readiness skills and/or occupational skills training.

The ISS is the basis for the entire case management strategy to achieve goals in education and workforce training. The ISS will be developed in partnership (mutually agreed) with the participant and reflect the needs indicated by the objective assessment and the expressed interests and desires of the participant. The ISS is the framework for justifying decisions concerning the appropriate service mix and sequence of services. A plan of action is developed as part of the ISS for the following:

- Identify academic competencies to be achieved, i.e. preparation for postsecondary educational opportunities
- Determine the type of occupational and basic skills training to be provided, i.e. strong linkages between academic and occupational learning
- Identify employment opportunities (including nontraditional employment in appropriate circumstances)
- Determine the provision of support services
- Preparation for unsubsidized employment
- Identify a minimum of one of the eleven required program elements

The ISS is reviewed and updated periodically to reflect the participant’s progress in meeting the objectives of the ISS including progress in acquiring basic and occupational skills and the adequacy of the supportive services provided.
4. Describe the design framework for youth programs that includes the following components.

- **Preparing youth for postsecondary education**: WIA youth programs and postsecondary education is critical to an effective transition for eligible youth. PWC Youth Programs will help young people make the connection between education and a successful career. Youth will be encouraged to remain in secondary school and graduate, or, if they have dropped out of school, to obtain a general education diploma (GED). All youth will be encouraged to pursue postsecondary education or training throughout participation in WIA services.

- **Connecting academic and occupational learning**: Research shows that students are more likely to participate in postsecondary education when they have participated in career explorations, such as job shadowing, career and academic planning, internships, career and technical education, during their secondary school experience. PWC is seeking new youth contractors to expose youth to industry clusters and high-demand occupations by offering labor market workshops, creating partnerships with high school CTE Programs, and connecting businesses with CTE/WIA programs.

- **Preparing youth for unsubsidized employment opportunities**: Youth must understand the importance of occupational training that leads to long-term employment and self-sufficiency. Long-term employment requires a match between interests and abilities for an eligible youth. PWC Youth Programs will include service strategies that support career development and preparation. These include: understanding interests and abilities, having work place opportunities to determine the match between career interests and available employment, instruction on effective work habits and skills, and job seeking skills.

- **Connecting youth to the business community through intermediary entities**: PWC Youth Programs have identified and engaged employment sectors that offer strong opportunities for young adults, namely, high-growth sectors with a variety of entry-level positions and the potential for career progression. Phoenix Workforce Connection has identified six targeted industry clusters for use of WIA work experience and skills training funds, which includes healthcare, biosciences, advanced business services, aerospace/defense, high-tech/advanced manufacturing, and information technology/software. Contractors must ensure that at least 70% of all youth who participate in work experience opportunities will be exposed to the six industry clusters identified as high growth, high wage, and high demand industries.

PWC will require youth contractors to create partnerships among training providers, schools, and businesses to address the workforce needs of employers and deliver the desired outcomes for this population. An example program includes the Summer Youth Initiative Programs that expose youth to specific industry clusters through work experience and education opportunities.

5. Describe strategies to incorporate the required youth program elements within the design framework. Elements to include are:

- **Tutoring, basic skills training, and instruction leading to secondary school completion including drop out prevention strategies**. The Skill Attainment Program assesses younger youth for deficiencies in basic academic skills and assigns goals to work toward outcomes for the completion of high school or General Education Diploma (GED) programs. Instruction for both younger and older youth is designed to upgrade basic skills necessary to complete educational goals. Training will include remedial reading, writing, and mathematics, English for Speakers of other
Languages (ESOL), bilingual training, GED preparation, high school diploma preparation, or activities to improve school academic skills.

**Alternative Secondary School**
When appropriate, the opportunity to attend an alternate education program must be made available to participants. This may be conducted in or outside of the school system and include Charter Schools that offer alternative formats of strategies or GED preparation classes.

**Summer Employment**
Summer employment opportunities are intended to be part of a comprehensive array of services that are linked directly to academic and occupational learning programs. Youth program service providers are encouraged to consider the intensity of the services provided and the needs of the participant in determining the appropriate level of follow-up services. Summer employment also focuses on occupational, work maturity, and citizenship skills, which improve the quality of the participant's role in the community and society.

**Paid and unpaid work experience (WEX) (See Section III-B)**
WEX is a planned and structured learning activity that takes place in a workplace environment for a limited period of time. WEX may be paid/unpaid, or may be subsidized/unsubsidized. WEX may be assigned in the private for-profit sector and/or non-profit sector, or the public sector. The purpose of the WEX is to provide the participant with the opportunities for career exploration and skill development. It is designed to enable participants to gain exposure to the working world and its requirements. Participation in work experience activities will help participants acquire the personal attributes, knowledge, and skills needed to obtain and retain a job and advance in employment. Benefit to the employer is not a goal of work experience, although the employer may, in fact benefit from the activities performed by the youth.

The following elements will in the work experience activities: exposure to various aspects of an industry, progressively more complex tasks; internships and job shadowing; job readiness training; entrepreneurship; the integration of basic academic skills into work activities (adult education and literacy activities provided in combination with other programs services); skills to obtain work-readiness skills for skill attainment and/or career explorations.

**Occupational Skills Training**
Training services are designed to equip participants to enter the workforce and retain employment. At a minimum, the participant must be provided individual counseling and career planning for the development of an Individual Service Strategy (ISS) before receiving training services. Other recommendations for training in the area of positive social behaviors include the following items activities to promote maintaining healthy lifestyles, including being drug and alcohol free, maintaining positive relationships with responsible adults and peers, contributing to the well-being of one’s community, voting, being committed to learning and academic success, remaining non-delinquent, postponed and responsible parenting.

**Leadership Development**
Leadership development services shall be incorporated into program activities and may include the following: exposure to local community college services and other postsecondary educational opportunities; community and service learning projects to encourage responsibility and other positive social behaviors during non-school hours; peer centered activities to develop rapport and friendship with other youth to provide opportunities to understand and accept diversity to include peer mentoring and tutoring; organizational and teamwork training with opportunities to assume leadership roles in the team environment; training in decision-making with an emphasis on establishing priorities in the participant’s school, work and personal life; citizenship training to include life skills
workshops such as budgeting of resources, effective parenting, etc.; employability skills to include training on employer expectations in the workplace; positive social behaviors or soft skills that focus on the importance of maintaining a positive attitude, self esteem building, cultural diversity training and work simulation activities.

**Comprehensive Guidance and Counseling**
Referrals to counseling and guidance services are based on each participant’s objective assessment and ISS and may include but are not limited to the following services: career guidance and vocational counseling; drug and alcohol abuse counseling; and behavioral health.

**Adult Mentoring**
Programs that encourage positive relationships with adults to serve as role models and mentors to youth shall be provided to participants enrolled in PWC Youth Programs. The goal of a mentoring relationship is to help the participant retain employment and prepare for future promotional opportunities. Mentoring activities excludes WIA case management. Activities may be work-based or non-work based, depending on the needs of the youth. Mentors shall maintain regular contact with the participant, which may include: tutoring to assist with the completion of educational, occupational and basic skills goals; coaching in the areas of work ethics, job specific skills and career development skills; and guiding participant’s progress in achievement of personal and program related goals.

**Support**
Support services are services necessary to remove barriers to participation in PWC Youth Program activities. Youth program service providers are encouraged to coordinate services with other partner agencies. Examples include but are not limited to the following support services: referrals to medical, behavioral health, and dental services; however, WIA does not pay for services; assistance with professional and other required work attire and work-related tool costs, including such items as eyeglasses and protective gear; assistance with childcare and dependent care costs; assistance with transportation costs; assistance with housing costs; provision of certificates and assistance with testing and licensing costs; and incentives or needs related payments/stipends consistent with the individual service strategy.

**Follow-up Services**
All PWC Youth Program participants will receive frequent, systematic follow-up services for not less than 12 months following exit. Youth program service providers will consider the intensity and needs of the participant in determining the appropriate level of follow up services; however, a minimum of one follow-up service per months will be the providers’ practice. There are two purposes for conducting follow-up services: tracking, documenting, and reporting for performance outcomes; identifying services and activities after placement in a job or enrollment/continuation in an educational program to facilitate retention.

Follow-up services for participants may include but are not limited to the following services: transportation; child care or dependent care; housing; referrals to other community resources; referrals to medical services; assistance with uniforms or other work attire and work related tools; tracking progress on the job; work related peer group support; assistance securing better paying job, career development and further education; adult mentoring; assistance with work related problems; tutoring; leadership development; and other services as appropriate.

**Job Placement and Retention**
Job placement is provided to participants when the ISS goal is employment. Youth providers will utilize other entities in the system to provide sustainable and age-appropriate employment opportunities and ensure that participants remain on their targeted career path.
Retention services will be provided to optimize job success. Job performance, punctuality/attendance, and employment related soft skills will be addressed to assist participants retain employment. Youth program service providers will continually evaluate the need for post employment supportive services that may be required to remove barriers to job retention. Employment may be used for work readiness skills 7-12 prior to exit.

6. Identify the additional 5% non-economically disadvantaged youth barrier, include the process and criteria used to determine “serious barriers to employment”, and the local process to track enrollment of non-economically disadvantaged youth per Workforce Guidance Letter #04-05.

The additional 5% Non-Economically Disadvantaged Youth Barrier can be one of the following:
   i. Over age and under credited
   ii. Deficient in at least 5 of the 12 work readiness skills
   iii. Occupational skills deficient
   iv. Individual with a disability
   v. Limited English speaking
   vi. Other individuals defined as “at risk” by the Local Education Agency

After July 1, 2005, all non-low income youth must be counted in the 5% window category at the end of each month of enrollment, and continuing each month and each year until they are exited from the program. PWC established a procedure and reporting mechanism to track the enrollment and active youth participants. Each youth contractor is required to submit monthly reports indicating the youth eligibility status. PWC validates the reports using Virtual OneStop and addresses any discrepancies.

7. Identify the local process that is used to track out-of-school youth enrollments and expenditures to meet the 30% out-of-school youth minimum expenditure requirement.

PWC executes youth contracts based on specific funding amounts for in and out-of-school youth. Each agency is expected to serve a specific number of in and out-of-school youth per program year. Service levels are monitored by staff on a monthly basis using data from Virtual OneStop, and the information is reported back to the youth service contractor on a quarterly basis. PWC tracks out-of-school youth enrollment to ensure youth service contractors are meeting contract requirements.

8. Identify the sixth youth barrier(s) for “individuals (including youth with a disability) who required additional assistance to complete an educational program, or to secure and hold employment,” as identified by the LWIB.

The PWC Youth Initiatives Committee has determined that any one of the following may be utilized as the 6th criteria for youth eligibility.
   i. Over age and under credited
   ii. Deficient in at least 5 of the 12 work readiness skills
   iii. Occupational skills deficient
   iv. Individual with a Disability
   v. Limited English speaking
   vi. Other individuals defined as “at-risk” by the Local Education Agency

Business Services

1. Describe the role and responsibilities of your Business Service Representative/Team in your local area. Include active local business partnerships and established
collaborations with Employment Service staff, local economic development entities and the community colleges.

City of Phoenix Business Services staff provides services to a variety of businesses and business associations that align with the Governor’s Industries of Opportunity. Business Services staff has existing partnerships with industry businesses and associations representing advanced manufacturing, defense/aerospace/avionics, healthcare, and biotechnology sectors. The overall goal of these partnerships is to help meet the current workforce needs for these sectors and make preparations in anticipation of their future needs. Some of the current projects relate to employed worker training, industry targeted hiring events, youth outreach and internships and co-funded sponsorships of professional training for association members.

Business services are provided through two major strategies. Through the Community & Economic Development Department’s (CEDD) Small Business Division Business Retention and Expansion (BRE) program, the Business Services Team conducts visitations and interviews to local businesses to (1) develop or enhance the relationship with the business (2) gather industry specific information, (3) inform them about City services and programs, such as workforce programs, and (4) address the needs of the businesses.

Through the local One-Stop Career Centers and subcontractor sites, Business Services staff has daily contact with employers who are looking for workers. Employment Services staff manages all job order entry, job order referrals, and job order verification into Virtual OneStop. Business Services staff from the CEDD Workforce Connection Division, Employment Services, and the WIA adult and youth subcontractor agencies provides an average of 10-12 customized recruitment events per month for employers. Customized recruitment events are focused on those individuals who are nearing completion of training, have completed training, and/or are job ready. Because 70% of WIA training funds are spent on occupations in the six City of Phoenix industry clusters, the same percentage applies to the types of employers for whom recruitment events are provided.

In a coordinated manner, local business have access to the following services through the CEDD Small Business Division, Workforce Connection Division, Employment Services, and WIA youth and adult subcontractors:

- Managing, organizing, coordinating, and monitoring workforce and economic development projects in collaboration with other CEDD divisions, other City departments and key state and regional stakeholders.

- Working in teams to coordinate workforce services and programs with WIA and non-WIA partners to better serve the business community.

- Providing workforce solutions to the business community such as providing linkages to industry and other key stakeholders, customized recruitment, labor market information/intelligence, and resources for training assistance.

- Marketing the WIA system and City of Phoenix business services to employers and their associations through BRE employer visits and other outreach activities.

- Becoming knowledgeable in specific industry clusters and demand occupations in order to provide workforce solutions to these key industries.

- Identifying new and innovative approaches in workforce, such as obtaining additional financial resources/grants to compliment the WIA program.
• Developing work experience and training opportunities for Youth in collaboration with businesses and other youth related programs within the community.

The Business Services Teams regularly participate in a variety of partnerships with local businesses, employment services staff, local economic development entities and the community colleges. Highlights of these partnerships include:

• **Jobing.com**, which is Metro Phoenix’s local online community that connects employers, job seekers and community organizations. The team participates on three Professional Advisory Councils (PACs) that focus on industries such as healthcare, manufacturing and information technology, as well as an employer forum that brings together a variety of workforce professionals in the Valley. In addition, the team collaborates with Jobing.com on planning career expos and other special events.

• **Arizona Tooling & Machining Association and Arizona Manufacturing Network**, which are two business associations that focus on the needs of the manufacturing industry. The team partners with these associations to provide customized training to member organizations (Lean Manufacturing and Management and Leadership Training), as well as strategizes on ways to increase the pipeline of youth into the industry by providing outreach to high schools that will result in internships, employment and/or training.

• **Abrazo Healthcare**, which is a hospital system serving the region. The team partnered with this organization to provide employed worker customized training grants to upgrade the skills of their existing employees and improve their standard of care and competitiveness. Their foundation, the Legacy Foundation, also partnered with WIA Summer Youth Programs, funding additional youth to expand the reach of our Summer Youth Healthcare Program.

• **Department of Economic Security (DES), Employment Services Staff**, who are co-located in the two comprehensive One-Stop Career Centers. The team refers job postings and employers to Employment Services events, such as job fairs. In addition, the Employment Services staff and the other Business Services Team members work together on specific projects and events, such as the annual Arizona Workforce Connection 2008 Career Expo.

• **Community & Economic Development Department (CEDD)**, which is the economic development engine for the City of Phoenix and, as a result of the merger, includes the Phoenix Workforce Connection. The mission of CEDD is to stimulate economic activity by offering a diverse range of value-added business and workforce solutions to build, revitalize and sustain a quality community for Phoenix businesses and residents. The team works closely with other divisions within CEDD, such as the Business Development Attraction Team, when a potential “prospect” or business looking to locate within the City of Phoenix, is interested in learning about the incentives, such as workforce programs, that are offered at a particular site in Phoenix.

• **Greater Phoenix Economic Council (GPEC)**, which is the economic development organization representing Maricopa County and the 14 member communities that make up Metro Phoenix. The team, in conjunction with the CEDD Attraction Team, meets with potential businesses referred to GPEC and provides information on workforce programs within the City of Phoenix.

• **Maricopa County Community College District (MCCCD)**, which is one of the largest higher education systems in the world and the largest provider of healthcare workers and job training in Arizona — a major resource for business and industry and for individuals.
seeking education and job training. The team works closely with MCCCD on a variety of projects including: (1) providing customized Supervisory & Management and CNC Training to the manufacturing industry; (2) involving MCCCD workforce staff in events such as the Teen Conference to educate youth on the manufacturing industry and training opportunities; (3) provide presentations at healthcare forums to educate the community, staff and partners on training opportunities in the healthcare industry; and (4) provide classes for students participating in the Summer Youth Program. The team regularly refers businesses needing customized training to the various MCCCD schools.

- **Maricopa Workforce Connections (MWC)**, which is our counterpart in Maricopa County. Our teams work together regularly on projects involving shared target industries. Specifically, we serve on the Aerospace Manufacturing Summit Group, assisting various businesses and association members in manufacturing with recruitment and youth development programs. We have also helped them connect with the Arizona Department of Education so they can promote their industry in area high schools. In addition, we will launch a Regional Medical Assistant Training Program for businesses and individuals in the community in February 2008 to continue through at least March 2009. We are working with MWC on a Pharmacy Technician Training program with CVS, to be finalized in March of 2008. This is a customized employed worker training program with CVS providing matching funds. We conducted a joint CEO Workforce Summit in 2007 and will continue follow-up events from that event in 2008 and beyond. Finally, we are coordinating our Two Year Strategic Plan documents to ensure our regional approach is maximized.

2. **Describe what is being done to place job seekers in positions within Arizona’s industries of opportunity and outline the specific goals established to increase the number of placements in targeted industries.**

In healthcare, for example, the City is increasing the number of qualified, skilled allied healthcare workers through a multi-pronged approach to recruiting and training individuals in such occupations. Patient Care Technicians, Monitor Technicians, Certified Nursing Assistants, and Medical Assistants are among the primary occupations funded through our healthcare initiatives. The City conducts healthcare career forums educating the public about high demand healthcare careers and provides scholarship opportunities with WIA Adult and healthcare incentive funds for those who meet WIA eligibility. At the completion of training, these individuals are easily placed in the industry with the multitude of healthcare positions available in the community and through the partnerships with the industry developed by staff.

Another approach is training existing entry level employees in healthcare using customized employed worker training grant funds. Upon completion of the training, graduates are often promoted to more skilled positions, assisting the business in providing more skilled, effective services to their clients/patients and helping the businesses to meet industry certification standards. Finally, youth are targeted and trained via summer youth healthcare programs that include customized healthcare courses at the community colleges and internships in area hospitals. Upon completion, several of the youth participants either find permanent employment in the industry or continue their education at the community colleges towards a career in healthcare.

In defense/aerospace/avionics or advanced manufacturing, our program is focusing primarily on customized employed worker and youth initiatives. In partnership with members of the Arizona Tooling and Machining Association (ATMA) and Arizona Manufacturing Network (AMN), the City is assisting with an outreach project to youth in the community to increase the number of skilled workers in these industries. The City has helped develop tools for the outreach campaign, helped make connections with Arizona Department of Education staff and management, Maricopa County Community College District (MCCCD), and other key stakeholders. We have
also coordinated opportunities for ATMA/AMN businesses to participate in youth job fairs and career workshops. To further develop workers in these industries, the City is co-funding management and technical training for existing workers to upgrade their skills and increase the competitiveness of their respective companies. Such training also prepares these companies to better receive youth for internships and other entry level work experience.

Similar models are beginning to be used in the biotechnology sector. Summer Youth Programs expanded last summer to include biotechnology, and business services staff coordinated internships for the participants. Also, efforts have been made to educate One-Stop staff and partners on high demand careers, education and placement opportunities, encouraging them to guide appropriate clients into such careers.

The City partners with Maricopa Workforce Connections (MWC) Business Services staff in some of the areas above and has formal plans in place to expand this partnership in 2008 and 2009. Specifically through joint Workforce Investment Board meetings, business taskforces, community career forums and a regional healthcare training initiative, we will accomplish this expansion.

During the 2006-2007 Program Year, the number of clients trained and/or placed into the identified Industries of Opportunity was approximately 650.

3. Describe current and/or planned use of WIA Title IB funds for apprenticeship training.

The PWC has not yet established a formal strategy to coordinate services with apprenticeship training. Apprenticeship program presentations occur at the local One-Stop Career Centers on at least an annual basis. In addition, individuals who identify a particular apprenticeship program as their desired training activity can utilize an Individual Training Account (ITA) to assist with the costs of training.

Staff plans to formalize apprenticeship training strategies during Program Year 2008.

4. Describe the approach for coordinating training activities with the Arizona Job Training Program in your local area and what strategies are in place to connect with local businesses.

Business Services staff regularly market the Arizona Job Program to area businesses through presentations to associations, one-on-one Business Retention and Expansion (BRE) appointments, and workforce visits. When appropriate, staff coordinates visits with Arizona Department of Commerce (ADOC) program staff to best serve the business. Staff also assists businesses with the application process as needed. For example, as a result of a BRE visit in 2007, staff learned that a biotechnology company would be expanding and needed to hire and train approximately 40 Cytogenetic Technicians. Staff learned of the details of the program and determined that the ADOC Job Training Program was a better fit for their need than the City’s customized employed worker training program. Staff coordinated a meeting with the ADOC staff and company representatives and helped the company with the application. As a result, the company successfully applied for and was awarded an Arizona Job Training Grant.

Additionally, ADOC staff regularly updates PWC and MWC staff when Arizona Job Training Grants are awarded so we may follow-up with the company to offer our services. We coordinate with MWC and follow-up with the company based on its location.

Faith-Based and Community Organizations

1. Describe service coordination with faith-based and community organizations.
The Phoenix Workforce Connection has made a strong effort to provide services and training not traditionally served by the mainstream workforce system. This effort has included the expansion of partnerships and accessibility of services between many faith-based and community-based organizations with the local One-Stop Career Center system. On-going communication and coordination of training and placement services for participants in communities has been successful in careers such as administrative assistant, daycare provider and clerical positions. Community partnerships with John F. Long Family Services, attendance at local church functions and family events have been successful in educating parents, pastors and educators on successful prevention and intervention programs along with opportunities for ensuring job opportunities and achievement of self sufficiency. Other on-going partnerships include Tanner Church, West Progress Church, Word of Abundant Life Christian Center and Church of Christ.

2. Describe activities designed to create and strengthen your local area’s partnerships with faith-based and community-based organizations and their customers. Provide specifics on the organizations with whom you coordinate and/or partner.

Faith-Based Organizations (FBOs) and other community-based organizations are currently being used as a tool to increase recruitment of potential participants, who are referred to existing workforce center locations in their area. Identification of an untapped pool of workers that can be accessed through linkages with the FBOs to meet current workforce needs of our employer community and leveraging of resources through these collaborative efforts have resulted in innovative projects whose effectiveness is maximized by the expertise of each partner organization.

For example, in January and February of 2008, an information health fair was hosted with Community in Action Group and Word of Abundant Life Christian Center on January 26, 2008. PWC staff was present to provide employment and career development information. The John F. Long Service Center hosted a Community Information Fair on Saturday, February 23, 2008, which promoted health/wellness resources, job opportunities, vocational rehabilitation referrals, community resources, faith based organizations which provide support services for daycare, counseling and family support.

The City will continue to work collaboratively with local boards to build on the successful partnerships that have already been developed with FBOs and continue to expand our network this next year to include youth and Temporary Assistance for Needy Families partners throughout the workforce system who can benefit from FBO services.

In addition to these activities, the City subcontracts with several CBOs for the delivery of WIA adult and youth services. Organizations such as Goodwill, Arizona Call-a-Teen Youth Resources, YMCA, Valley of the Sun United Way, and Jewish Family Services bring a wealth of additional family and support services to individuals seeking WIA-funded career and job placement assistance. Monthly meetings are held with each agency to discuss a continued comprehensive approach to delivering services.
Program Administration

1. Describe any local policies or guidelines implemented to support WIA Title IB program operations that are not addressed elsewhere in the Plan. Include information regarding the purpose, development, implementation, and monitoring of such policies.

A policy on serving customers with Limited English Proficiency (LEP) was developed and implemented during the 2006-2007 program year.

Purpose: The purpose for developing this policy is to promote the economic well-being of limited English proficiency workers and their families and help them share in the American dream through rising wages, pensions, health benefits and expanded economic opportunities, and foster safe and healthy workplaces that are free from discrimination.

Development: The Phoenix Workforce Connection (PWC) LEP Team was formed to develop and implement a policy to provide universal access to LEP customers. One member was selected from each PWC One-Stop Career Center. The team met over a period of three weeks, researched the Federal Regulations, and determined which signs and forms would need translating. Based on the 2000 census, the majority of LEP customers using the One-Stop Career Centers were Spanish speaking only. Based on this information, the forms, signs etc. were translated into Spanish and made available for use at the One-Stop Career Centers. To assist other non-English or limited English speaking customers, the Cyraphone system was installed.

Implementation: A guidance letter describing the process and procedure for assisting LEP customers was issued to all One-Stop Career Center system staff. Finally, training on the use of the Cyraphone system was provided at each center. The procedure was implemented on May 1, 2007. The Cyraphone provides telephone translation for most languages.

Monitoring: LEP policy compliance is monitored annually as part of the Americans with Disabilities Act and Equal Opportunity monitoring conducted at each One-Stop Career Center system site.

2. Describe the local process and procedures that will be utilized to monitor sub-recipients (including OJT contractors) for program and EO compliance.

All Phoenix Workforce Connection (PWC) One-Stop sites are monitored in a consistent manner. Each City of Phoenix and sub-recipient site receives an on-site program review twice each program year. Americans with Disabilities Act and Equal Opportunity monitoring is conducted annually.

Program Monitoring process and procedure: At a minimum, the program monitoring team conducts on-site reviews for compliance to contract requirements and program file requirements twice per program year, generally in the first quarter and again in the third quarter. A consistent checklist is used by all monitoring staff. There are separate checklists for youth and adult programs. The checklists are forwarded to each agency prior to monitoring. A random sampling of the first monitoring will include ten files of clients who exited between April 1 and December 1 of the previous program year and five active files from January 1 through June 30 of the previous program year. The second monitoring will include a random sample of five exits between January 1 and September 30 of the current calendar year and ten active files between July 1 and December 1 of the current calendar year. At the end of the on-site review, the monitor will advise the contractor/designee or PWC WIA Site Supervisor that within five working days, the results of the monitoring visit will be written into a report. An exit interview is scheduled at which time the Program Coordinator, monitor and contractor or City site supervisor will discuss the monitoring findings and corrective action plan.
ADA/EO Monitoring process and procedure: The City of Phoenix uses the Arizona Workforce Connection Workforce Investment Act (WIA) Equal Opportunity & Non-discrimination Monitoring Guide for sub-recipients, including OJT contracts, when conducting annual compliance monitoring. The monitoring guide covers the following elements: Notice and Communication (29-CFR 37.29 – 37.36), Universal Access (29 CFR 37.42), Compliance with the Disability Related Requirements of WIA Sec. 188 and Sec. 504 of the Rehabilitation Act of 1973 (29 CFR 37.7, 37.8, 37.9), Data and Information Collection and Maintenance (29 CFR 37.37-41) and Complaint Processing Procedures (29 CFR 37.76). An exit interview is given at the completion of the monitoring and findings are discussed. A corrective action plan is developed.

On-the-Job Training contract monitoring: Monitoring of the OJT contractor’s performance occurs on a bi-weekly basis once the contract is executed. The purpose is to review and discuss the progress of the OJT trainee’s plan with both the employer and trainee. A standard checklist is used to record the monitoring and is maintained in the OJT employer file. Successful completion of the OJT contract is dependent upon the bi-weekly monitoring reports. Near the conclusion of the contract, the designated supervisor reviews all relevant documents developed and reviewed during the contract period, meets with the employer, completes an additional checklist of questions, and validates that contract requirements are being/have been met.

Fiscal Administration

1. Describe the administration of WIA funds used by the LWIB. Include oversight responsibilities for WIA funds, Arizona Workforce Connection and other workforce development resources.

2. Describe measures to eliminate duplicative administrative costs being used by the LWIB.

The City of Phoenix, being the designated Fiscal Agent of the WIA funds, will be responsible for the disbursement of grant funds.

Fiscal Administration

Fiscal control shall be in accordance with the City of Phoenix Administrative Regulations, Finance Department Letters and City Manager Letters. These regulations and letters contain policies and procedures to insure the integrity of financial information including elimination of duplicate administrative costs, promote efficiency of operations, safeguard assets, and comply with laws, regulations and contractual agreements.

The City of Phoenix organizational structure provides an appropriate segregation of functional duties. The assignment of responsibility is such that the work of one person automatically checks the work of one or more persons. It also ensures that the appropriate level of management property authorizes transactions. Security measures are in place to limit access of information only to authorized individuals who require the access in order to perform their duties. Written policies and procedures are reviewed and updated as changes occur. Adherence to the written policies and procedures are periodically reviewed and monitored by the City Auditor Department of the City of Phoenix.

Accounting

In July 1998, the City of Phoenix implemented an enterprise-wide information system called "System, Application and Products in Data Process" (SAP). This system is highly integrated, online, real time and decentralized. The configuration of the system is structured in governmental fund accounting which complies with the Generally Accepted Accounting Principles (GAAP) prescribed by the Governmental Accounting Standards Board (GASB). The system allows the tracking of transactions to a level of expenditures adequate to establish that such funds have been used in compliance with applicable laws, regulations, and terms and conditions of contract.
The SAP is interfaced with the City's automated budget system to allow the comparison and control of actual expenditures not to exceed the budgeted amounts. Preparation of Annual Financial Reporting required under GAAP, includes: Preparation of program; function; activity reports required under contracts funded by various levels of governmental entities; accurate, current and complete disclosure of the financial results of programs, activities, functions; and comparison of obligation with budget amounts for the contract.

Payroll

1. Centralized functions:

On an annual basis, the City Council revises the "Gross Pay Schedule" of all employees of the City of Phoenix by issuing an Ordinance. Accordingly, the Personnel Department, Compensation and Benefits Division, publishes a pay plan that all City departments are required to follow.

The City of Phoenix currently employs the CHRIS (City Human Resources Information System) Application for Human Resources Management. The system integrates human resources, benefits, and payroll processing. The Finance Department, Payroll Section has the responsibility to operate, maintain the payroll functions and produce the City's bi-weekly payrolls.

2. Department Responsibilities

In accordance with City policies, it is each department's responsibility to ensure that every non-exempt employee submit individual time reports every two weeks, signed by the employee and approved by the supervisor. All requests for leaves of absence, with or without pay, shall be made on required forms and shall be submitted for approval at the earliest possible time. It is the responsibility of the departmental Personnel Officer to ensure that all payroll records are adequately maintained.

Audits

1. External Audit

The City of Phoenix is in compliance with the audit requirements contained in the Single Audit Act Amendments of 1996 (31 U.S.C. 7501-7507) and revised OMB Circular A-133, "Audits of States, Local Governments, and Non-Profit Organizations. The external audit helps to ensure that duplication of administrative costs does not occur for administrative processes within the City.

Procurement of audit services shall be in accordance with the City's procurement procedures. The audit shall be conducted annually, in accordance with Generally Accepted Government Auditing Standards issued by the Comptroller General of the United States. The audit shall cover the entire operations of the City of Phoenix.

2. Internal Audit

On a periodic basis or per management request, the City of Phoenix, City Auditor Office conducts certain internal control audits to ensure integrity, efficiency and effectiveness of program operations.

3. Fiscal Monitoring:

The City of Phoenix is in compliance with fiscal monitoring requirements of its subcontractors as set forth in Workforce Investment Act at Section 136 (f) Fiscal and Management Accountability Information System. Fiscal Monitoring helps ensure that duplication of administrative costs does not occur between the City and its WIA subcontractors.
Debt Collection

As a subrecipient of WIA funds from the Department of Economic Security (DES), the pass-through agency, the City of Phoenix Community & Economic Development Department (CEDD) will pursue collections of WIA debts established through audits, monitoring findings, investigations, and other procedures at the program operator level in accordance with procedures set forth below:

1. Definitions
   a. Pass-through Agency - State of Arizona, Department of Economic Security
   b. Subrecipient - The City of Phoenix, which receives WIA funds directly from DES
   c. Program Operator - whether a public, not-for-profit or for profit entity which receives WIA funds from the City of Phoenix.

2. Documentation

   CEDD will gather all necessary information and documentation to establish final debts, including determinations of whether debts are due to misexpenditures.

3. Notices to Program Operators

   CEDD will initially notify the program operator of a proposed debt, possible sanctions if the debt is not repaid, appeal rights regarding the proposed debt, and repayment options. After the time allowed for appeals to CEDD has lapsed or after a decision by CEDD has been issued, CEDD will issue to the program operator a written notification, which will include:
   a. The amount of the debt
   b. The date on which debt will be considered delinquent
   c. Whether or not interest will be charged on the debt and at what rate of interest
   d. A statement that a final decision by the CEDD is subject to a review by DES

4. Subsequent Collection Actions by CEDD

   If full repayment or a satisfactory repayment agreement has not been obtained subsequent to the date of initial notification by CEDD, Thirty (30) Day and Sixty (60) Day notices shall be forwarded to an indebted program operator.

   If a debt is still outstanding after Ninety (90) days from the date of the original notification, a determination will be made by CEDD to initiate other methods of collection. To make this determination, consideration will be given to:
   a. The amount of the debt
   b. Costs of further collection
   c. Amounts collected to date
   d. Probable success of pursuing further collection action

5. Mandatory Cash Repayments for Misexpenditures

   Cash repayments from non-Federal funds must be remitted to CEDD where liability arises from:
   a. "Willful disregard", "gross negligence", or "failure to observe accepted standards of administration;
   b. "Incidents of fraud, malfeasance, misapplication of funds" or other serious violation; or
   c. "Illegal acts or irregularities.
The Community & Economic Development Department (CEDD), in conjunction with the City of Phoenix Law Department, will identify all cases and amounts of misexpenditures, and will take action to collect the same. CEDD will identify and forward cash collections of WIA debts to DES for remittance to DOL.

Letters of transmittal for debt collections will include: City of Phoenix DES Contract Number; Program Title; Program Year for which the collection applies Program Operator Contract Number

6. Other Cash and Non-Cash Methods of Repayment

a. WIA debts other than misexpenditures may be resolved by either cash repayments or other non-cash options.

b. Lump Sum Cash Payments - CEDD will forward funds to DES for possible reprogramming.

c. Cash installments - Cash installment repayments will be accepted by CEDD when debt collection efforts are impeded by the program operator's inability to fully repay the debt in a lump sum. The lengths of repayment should not exceed twenty-four (24) months, as determined by the amount of the debt and the debtor's ability to repay. CEDD will forward these funds to DES for possible reprogramming.

d. Stand-in Costs - The debtor identifies and substitutes allowable costs which were not charged to WIA grant for disavowed costs. CEDD will forward to the Program Operator written approval of specific amounts of stand-in costs which may be applied to satisfy outstanding debts.

e. Withholding - CEDD will forward to the program operator written notices of the amounts still owed for past services and/or amounts which may be earned for future services, which will be withheld and applied to outstanding debts the program operator owes to CEDD.

f. Adjustments in Payments - CEDD will forward to the program operator written notices of amounts of current contract reductions effected to repay the amounts of debts owed.

g. Services - If CEDD determines that the program operator cannot repay by cash or other repayment methods, CEDD may effect formal, written agreements with the program operator to repay outstanding debts by providing additional services. CEDD will ensure that the written agreement is signed by both parties and specifies all of the following:

- A description of the services to be actually performed;
- A time limitation within which the services must be performed;
- A provision that non-federal funds must be used to provide the additional services; and
- A statement that all documentation is subject to audit.

CEDD will forward to the program operator written approval of services (designated by dollar amounts) which may be applied to satisfy outstanding debts.

Cost Allocation

In determining costs for WIA grant award (contract), the City of Phoenix shall be in compliance with the OMB Circular A-87, "Cost Principles for State, Local, and Indian Tribal Governments". All costs rotated to the provision of WIA activities are to be categorized into cost categories, direct or indirect costs, based upon their relationship to a particular cost objective.

Direct Cost - These are the costs that can be identified immediately and specifically with a particular final cost objective such WIA cost category. This type of costs is to be charged directly to such designated cost centers for the purposes that are established.

Indirect Cost - These are the costs that are incurred for a common or joint purpose benefiting more than one cost objective. They are not readily assignable to the cost objectives that specifically benefited. In
such cases, costs will be first accumulated in an intermediate cost center(s) for further cost allocation based upon a selected allocation base which can best reflect the benefits being received.

CEDD also attempts to recover its general administrative costs that are incurred to support the overall operation of the Department by utilizing the mechanism of an indirect cost rate, if funding availability allows. If this option is exercised, the CEDD Management Services/Fiscal Section will develop and submit an indirect cost allocation plan for DES approval.

**Budget Development**

**City wide Budget Process**

The City of Phoenix, Budget and Research Department has the responsibility to prescribe and oversee the budgetary policies, procedures, and processes for which all City departments are required to adhere.

The City's annual budget process starts in the Fall of each year. This process is also referred to as the 3 + 9 budget process. The departments are provided with three months of actual costs from which to base their estimated expenditures for the remaining nine months of the current year and all 12 months of the following year. The entire process is developed on the Budget Reporting and Analysis Support System (BRASS) which integrates budget formulation, salary and benefit forecasting, budget monitoring, capital budgeting, reporting and budget document production in a single automated system.

After a two-month period of community budget hearings, the final budget is approved and adopted by the City Council. This is the legal authorization for City departments to expend funds. During the course of year, all departments may be required to conduct the 6 + 6 or 9 + 3 budget process when situation warrants.

**Department Program Budget Process**

In addition to the above mentioned budget process, CEDD also conducts a program budget referred to as the program mix budget process. Based upon estimated funding level from DES, CEDD will prepare a plan detailing the application of funds by activities allowed under the WIA. The plan will be submitted to the PWC Board for approval. Upon adoption, such plan will be implemented by CEDD.

**Record Keeping/Retention**

All financial and programmatic records, supporting documents, statistical records and other records pertaining to the grant will be retained in accordance with all Federal and State record keeping requirements.

**Procurement**

1. Describe the competitive and non-competitive process used to award grants and contracts for activities under Title IB of WIA, including how potential bidders are made aware of the availability of grants and contracts. Include the process to procure training services that are made as exceptions to the ITA process.

2. Describe the criteria used for awarding grants for youth activities, including criteria used to identify effective or ineffective youth activities and providers of such activities.

The Community & Economic Development Director (or designee) shall approve in writing any professional service procurement that is expected to cost $40,000 and greater. Solicitations may be released at any time with the authorization of the Phoenix Workforce Connection (PWC) Board. The
Community & Economic Development Director or the Director’s designee shall authorize awards. Any signature delegation by the Director shall be in writing.

After approval by the CEDD Director or (or delegate), the Department determines the best selection process for purchasing the required professional services.

An RFP (Request for Proposal) is the primary selection process for professional services. The process includes soliciting proposals from offerors.

An RFQ is used to select a contractor or to develop a list of qualified vendors. An RFQ is recommended when the scope of work is not clearly defined, when a service is frequently used, or when multiple departments are expected to have a need for the same type of service.

The City Manager's Office may authorize exceptions to the procedures if special circumstances exist. This would include unsolicited awards and may include sole source contracts, or the unusual nature of a specific project or service, or if an existing agreement warrants variation.

Solicitation is offered by publishing a Request for Proposal (RFP) or Request for Qualifications (RFQ) for a minimum of three (3) qualified sources to ensure competition. The RFP/RFQ is published in the local paper or business journal and no less than one minority owned newspaper. Potential offerors are given four weeks to respond to the RFP/RFQ.

The RFP packet includes, but is not limited to the address/location and due date for responding to the RFP/RFQ; number of copies of the proposal needed; date, time and location of any pre-proposal conference; statement indicating the department's commitment to utilize qualified minority or women-owned businesses (M/W/S/DBEs) and an explanation of the City’s Affirmative Action requirements; scope of work describing the services to be performed and deliverables, if required; time frame for completion of the work (contract term should not exceed five years inclusive of extensions); any special requirements such as professional certification, licenses or specific experience; rating criteria in order of importance; insurance and indemnification requirements; payment terms and requirements.

The RFP/RFQ should indicate that the offeror’s response must include the description of the scope of work; cost estimate for completing requested work, including hourly or daily rates where appropriate; names and resumes of the proposed staff, including managers and supervisors; description of current financial status and/or a copy of the most recent audited financial statements; brief assessment of the present workload capacity; documentation of the offeror’s commitment to Equal Employment Opportunity and Affirmative Action.

The Vendor Database from the Purchasing Division of the City’s Finance Department and a list of certified M/W/S/DBEs from the Equal Opportunity Department for the requested service is obtained and used for notification that the RFP/RFQ will be published.

The legal advertising will briefly state the description of the services to be performed, a name and address which interested parties can contact to obtain the RFP/RFQ, time and date of pre-proposal meeting (if appropriate), and the due date for submitting proposals. A copy of the advertisement for the RFP is retained for the procurement file.

The Deputy Director or designee selects a Selection Committee to evaluate all proposals under consideration, using the rating criteria prepared for the RFP/RFQ. The Committee shall be composed of at least three evaluators that would materially contribute to the evaluation process. The Selection Committee can be supplemented by outside professionals who can provide expertise not available from City staff. All members of the Committee shall be in compliance with the City’s Ethics Policy, and be independent of the offerors.
Upon the receipt of the proposals from offerors, the department shall be responsible for date stamping each proposal with the date and time received; placing the unopened proposals in a secure area until the due date; opening the proposals on the due date at the appointed time; verifying each offeror’s compliance with Affirmative Action per City Code Chapter 18, Article V. If the offeror is not compliant, they are disqualified from the RFP process and forwarding criteria rating forms and copies of all compliant proposals to the Selection Committee for rating.

Each member of the Selection Committee shall individually review the proposals and score them in accordance with the predetermined rating criteria and established point system. The Selection Committee shall rank the offerors in order of highest to lowest scores. Once all requests for information have been satisfied and all necessary interviews have been conducted, the Selection Committee shall recommend the highest-rated offeror.

The Selection Committee shall obtain the CEDD Director’s approval of the Selection Committee’s recommendations. Upon approval from the Director, the recommendations shall go forward to the PWC Board or Youth Initiatives Committee for consensus and forward to City Council for approval.

Upon approval from the Department Director, PWC Board, and City Council, the department may proceed with contract negotiation.

If a protest is received, the department/function shall notify the appropriate staff including the Law Department. WIA federal funding requires a protest procedure. The PWC is responsible for developing protest procedures in conjunction with the Law Department.

The above written policy for solicitation/procurement is used for awarding grants for youth activities. Criteria used to identify effective or ineffective youth activities and providers of such activities are as follows:

Proposal Evaluation:
- **Target Population** – Does the Program Design target a significant population of at-risk youth? How will the activities/tasks be culturally-sensitive to these populations?
- **Service Site** - Is the proposed location in a general area that will be easily accessible and will service a large number of participants?
- **Facility** - Are the facilities suitable for the proposed activities/services?
- **Outreach/Marketing** - Will the offeror be able to increase awareness in the service area by outreach/marketing activities?
- **Cost Effectiveness** - Is the organization streamlined in its operations?
- **Performance Standards** – Has the agency met or exceeded past performance? Is there a clear understanding on performance management?

An RFP was issued in December 2007 for both the adult and youth programs, and there will be new contract awards beginning July 1, 2008.

**Appeals Process**

Describe the procedures established for providers of youth or training services to appeal a denial of eligibility, a termination of eligibility or other action by the LWIB or One-Stop Career Center(s) Career Center(s) Operator.

**Administrative Appeal**

The following is the Administrative appeal procedure for organizations/individual(s) who wish to file a complaint due to what they consider a flaw in the recommendation process for Workforce Investment Act programs funding.
Requesting an Appeal

A. Appeal must be submitted in writing

B. The organization/individual(s) must specify the reason/grounds for filing an appeal. The appeal must relate to the inequity of the process. Proposal Rating Scores are not an item that can be appealed nor is a complaint about the amount of funding granted.

C. The written appeal request must be delivered to the Community & Economic Development Department Deputy Director, Workforce Connection Division, by the end of the second business day that the PWC Board or Committee makes its final recommendations. A complaint regarding a solicitation shall be filed with the Community & Economic Development Department Deputy Director, Workforce Connection Division before the RFP due date.

Submit to: City of Phoenix Community & Economic Development Department Deputy Director, Workforce Connection Division 200 W. Washington – 19th Floor Phoenix, AZ 85003

Hearing of Appeal Request

A. The Appeals Committee will be composed of three (3) members. The Workforce Investment Board (WIB) Chair will identify three (3) WIB members to hear appeals and two (2) members to stand as alternates in the event an Appeals Committee member is unable to participate. Representation of the WIB Appeals Committee should be reflective of as many diverse representative sectors as possible to minimize the possibility of conflicts of interest.

B. Required attendance at the WIB Appeals Committee Meetings:

1. Appeals Committee members (and alternates, as needed)

2. A representative of the organization/individual(s) requesting an appeal hearing.

3. A member of the Youth Council (preferably the Chairman) to present rationale for Youth Council decisions/recommendations.

4. Workforce Connection Division staff to provide technical assistance/information, e.g., legal requirements, documentations, time lines, etc.

Note: If a representative of the organization/individual(s) requesting an appeal hearing is not present, the appeal request will be automatically denied.

Time Frame for Hearing of Appeal Request

Appeal request(s) will be heard before the Executive Committee. Funding recommendations are forwarded to the WIB.

Review and Recommendations

1. In the event that an appeal is upheld, the Appeals Committee will forward their decision(s) to the Executive Committee for further consideration. Final recommendations will be made by the Executive Committee and forwarded to the WIB.
2. In the event that an appeal is denied, the matter shall be referred to the WIB. Upon the review of the WIB, further review, if necessary, shall be by the Community & Economic Development Department Director or designee and the Workforce Board Chair whose decision shall be final.

Equal Opportunity and Affirmative Action

1. Describe the system to assure compliance with all applicable federal and state laws and regulations including those regarding debarment, tax liabilities, or delinquent obligations, the Federal Lobbying Act, Minority and Women Business, discrimination or harassment.

By signing the contract, the subcontractor agrees to comply with each of the following terms and conditions contained in the contract:

19.1 **NON-DISCRIMINATION:**
23.0 **SUSPENSION OR DEBARMENT**
24.0 **SANCTIONS AND CORRECTIVE ACTIONS**
25.5 **CERTIFICATION REGARDING LOBBYING**

The complete Community & Economic Development Department Terms and Conditions document is included in Appendix I.

The Community & Economic Development Department’s policy on procurement (Section VI-Procurement) states that any service or product procured through competitive bid must contain an explanation of the City’s Affirmative Action requirements; scope of work describing the services to be performed and deliverables and a statement indicating the department’s commitment to utilize qualified Minority or Women-owned businesses.

2. Provide contact information for the Equal Opportunity (EO) Officer in the local area.

Beverly Marsh  
Casework Services Coordinator  
200 W. Washington 19th Floor  
Phoenix, Arizona 85003  
Phone: 602-534-9672  FAX: 602-534-3915

3. Describe how the identity of the EO Officer and the appeal Process are made available.

As part of the initial application process, the WIA participant is given a copy of the Grievance/Appeals and Non-discrimination Policy. The case manager completing the application with the participant reviews the policy with them signs at the bottom, acknowledging that the case manager has reviewed the policy with the customer. The participant signs the policy acknowledging that he/she has received a copy of the policy. A copy of the policy signed by both the customer and case manager is placed in the hard copy client record.

All information contained on the Grievance/Appeals and Non-discrimination Policy is posted in a public place at each PWC One-Stop Career Center, including subcontractor locations, and on the CEDD Workforce Connection Division website.

4. Describe the appeal process for assuring that no individual shall be excluded from participation, denied benefit or employment, nor subjected to discrimination under or in connection with, any program or activity for any reasons, including but not limited to: race, color, religion, national origin or citizenship, age, disability, political affiliation or belief.
It is the policy of the Workforce Connection Division (WCD) that all customers be treated equally. If a customer believes that he/she has not been properly treated or if he/she has a complaint about services provided, they may complete a Customer Complaint Form (CCF). Copies of the CCF are readily available to the public at all PWC One-Stop Career Centers, including the subcontractor locations. The WCD will investigate all complaints regarding service delivery.

Following are the steps utilized in managing the complaint and appeals process:

**Informal Resolution**
1. The complainant’s first attempt for a resolution begins at the lowest level through discussions with the staff member and/or staff supervisor. At anytime during this process the complainant can retain an outside representative of their choice.
2. If the complainant is not satisfied with the staff member/supervisor’s resolution and wishes to elevate the complaint, the supervisor will provide a CCF to the complainant. The CCF must be completed by the complainant and submitted to the Local Workforce Investment Area (LWIA) Equal Opportunity Officer within 5 calendar days (timeframe does not include date of last discussion).

**Impartial Hearing**
1. The hearing officer, appointed by the Equal Opportunity Officer, will schedule an appointment to hear the complaint within thirty calendar days from receipt of the CCF (timeframe does not include the date CCF was received).
2. The hearing officer will issue a written Notice of Final Action (NFA) to the complainant within five (5) working days from date of the scheduled hearing (timeframe does not include the date of the scheduled hearing). The written response will include the issue and an explanation of the reasons underlying the decision, or a description of the way the parties resolved the issue.
3. If the complainant does not receive a written NFA within five (5) working days or receives a decision which he/she finds unsatisfactory, the complainant may request a review of the complaint by the Governor’s Administrative Entity (State Equal Opportunity Officer).
4. In the case of an unresolved complaint alleging discrimination, the complainant has a right to file a complaint with the Civil Rights Center within 30 days of the date on which the notice of final action is issued.
5. In the case of an alleged discrimination complaint where 180 days has elapsed, the complainant can request an extension from the Civil Rights Center.

**Alternative Dispute Resolution (ADR) /Mediation Process**

During the 90 calendar day period, complainants may elect to participate in mediation. If the complainant selects mediation the EO Officer will coordinate with a pre-approved mediator. The individual conducting the mediation must be a neutral and impartial third party who will act as a facilitator. The mediator must be a person who is acceptable to all parties including the EO Officer and who will assist the parties in resolving their disputes.
1. If the complainant chooses to participate in mediation, he/she or the authorized representative must respond to the EO Officer in writing within 10 calendar days of the date of the request. This written acceptance must be dated and signed by the complainant or authorized representative and must also include the relief sought.
2. A written confirmation identifying the date, time and location of the initial mediation conference will be sent to all appropriate parties.
3. A consent form will be signed by all parties at the initial mediation conference affirming that the contents of the mediation will be kept confidential.
4. If resolution is reached under ADR/mediation, the agreement will be in writing. A copy of the signed agreement will be sent to the EO Officer.

5. If an agreement is reached under ADR/mediation but a party to the agreement believes his/her agreement has been breached, the non-breaching party may file a complaint with the CRC Director.

6. If the parties do not reach resolution under ADR/mediation, the complainant will be advised of his/her right to file a complaint with the CRC/U.S.DOL; however, the EO Officer will continue with the investigation. The mediation process will be completed within 45 calendar days of receipt of a complaint.

Under the Americans with Disabilities Act, City of Phoenix must make a reasonable accommodation to allow a person with a disability to take part in a program, service, or activity. For example, this means that if necessary, City of Phoenix must provide sign language interpreters for people who are deaf, a wheelchair accessible location, or enlarged print materials. It also means that the City of Phoenix will take any other reasonable action that allows you to take part in and understand a program or activity, including making reasonable changes to an activity. If you believe that you will not be able to understand or take part in a program or activity because of your disability, please let us know of your disability needs in advance if at all possible.

Listening systems or qualified sign language interpreters are available with 72 hours of notice. Materials in alternate formats such as large print, Braille, audiocassette, computer diskette, are available upon request. Please call Beverly Marsh, Equal Opportunity Officer, 602-534-9672 to request special accommodation.
Performance Management

1. **Describe the monitoring process and oversight criteria and procedures utilized to move the workforce investment system toward LWIA goals.**

   As described elsewhere, PWC conducts formal WIA adult, youth, and dislocated worker program monitoring twice per program year. On a quarterly basis, workforce development aides provide program technical assistance to city and subcontractor site staff. In many cases, the technical assistance is determined by the outcomes of program monitoring or other electronic file monitoring that occurs on a random basis. In other situations, the requests come from the city or subcontractor staff, especially when new staff is hired.

   Each city and subcontractor site is required to develop and manage a work plan each program year. The work plan is based on goals and objectives established by the CEDD Workforce Connection Division and support the successful completion of the Division plan. The Division plan, in turn, supports the PWC Board and Department initiatives.

   In addition to the work plan, each city and subcontractor site is evaluated on a quarterly basis on seven (7) other criteria: attainment of federal performance measures; expenditures; service levels; program monitoring outcomes; fiscal monitoring outcomes; monthly and quarterly reports; and submission of weekly reports. The eight criteria are scored and reviewed with each entity. Quarterly benchmarks are established, and the scoring is based on the site’s progress toward the quarterly measurements.

   Phoenix Workforce Connection (PWC) administration provides staff development, policy and procedure, and “brown bag” series training each quarter. Topics for the training are determined after review of program monitoring outcomes, suggestions from staff, work plan or performance deficiencies, and other observations.

2. **Describe how the LWIA identifies areas needing improvement and any processes in place to address deficiencies.**

   In addition to those strategies described above, the PWC also uses regular meetings of One-Stop partners, city staff and subcontractor agencies to stay abreast of local needs and deficiencies. Subcontractors meet as a group (adult and youth separately) on a bi-monthly basis to discuss items of mutual interest, as well as learn new information on service delivery. PWC administrative staff meets individually with each subcontractor agency on a quarterly basis to review status in regards to the eight criteria indicated above and to learn of individual agency needs.

   City One-Stop Career Center sites have weekly staff meetings and monthly all-facility partner meetings to discuss processes, coordinated activities, opportunities for better coordination and integration, and other items of interest.

Negotiated Performance

1. **Describe how levels of negotiated performance ensure and support the LWIA vision.**

   The LWIA vision is to ensure that program participants are counseled and guided to make informed decisions that enable them to become employed in an occupation that has opportunities for advancement and pays wages that supports their needs. For the business customer, our vision is to ensure they have the skilled workers needed to keep their business competitive, and as our staff
in the CEDD Small Business Division say, “happy, healthy, and here.” From the business attraction perspective, the Greater Phoenix Region is interested in those businesses with higher wage jobs that, in turn, contribute to the region’s economic wealth. The WIA performance fully aligns with these visions.

2. Provide a listing of the PY 2008 LWIA performance standards for the Adult, Dislocated Worker, and Youth Programs negotiated with the State WIA Section, as Appendix H in the Plan.

APPENDICES

Appendix A – Published Notice
Appendix B – Plan Review Comments
Appendix C – Administrative Entity Agreement
Appendix D – Fiscal Agent Agreement
Appendix E – One-Stop Operator Consortium Agreement
Appendix F – Organizational Chart
Appendix G – Memorandum of Understanding and Resource Sharing Agreement
Appendix H – Performance Measures and Levels for PY 2008
Appendix I – Assurances
Appendix J – Local Plan Signature Page