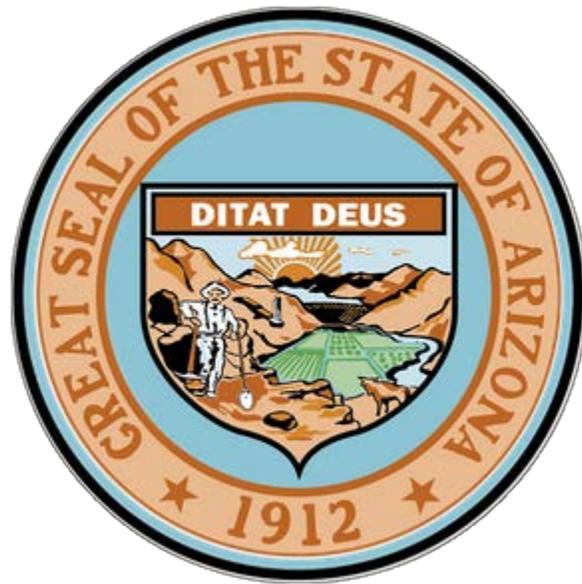


# Arizona's Unified Workforce Development Plan

Program Years 2016-2020



## Executive Overview

# Contents

Letter to ARIZONA@WORK Local Workforce Boards and Job Centers .....	3
WIOA and its Strategic Elements: State Strategic Vision, Goals, Strategies and Analyses – Sections I) & II), pages 1-61 ..	4
Operational Strategy Implementation – Section III) a) & b), pages 62-112.....	5
■ Assessments – Section III) b) 4), pages 93-102.....	6
■ Data Use and Infrastructure – Section III) b) 4), pages 107-112.....	8
■ Priority of Service for Veterans – Section III) b) 4), page 111 .....	8
Coordination with Unified and Combined State Plan Programs -- Section IV, page 113 .....	9
Common Assurances for All Core Programs -- Section V, page 113-114 .....	9
Program-Specific Requirements for Core Programs -- Section VI - IX, pages 115-204 .....	9
■ Title I: Adult, Youth and Dislocated Workers (pages 115-131) .....	9
■ Title II: Adult Education and Literacy Programs (pages 150-164).....	10
■ Title III: Wagner-Peyser Employment Services (pages 132-149) .....	11
■ Title IV: Vocational Rehabilitation (pages 165-204).....	12
Conclusion .....	12
Appendix 1: State Strategies Crosswalk.....	13

## Letter to ARIZONA@WORK Local Workforce Boards and Job Centers

Dear ARIZONA@WORK Teams,

We thank you for your work on Arizona's front lines, battling to defeat unemployment and poverty in Arizona. The Workforce Arizona Council prepared the attached overview to provide an easy reference for you to understand and implement Arizona's Unified Workforce Development Plan, so that you can readily streamline services to the jobseekers and job creators you serve, connecting them for the win-win.

This is a unified battle, with representatives of federal, state, county and city governments working together with educators, businesses, manufacturers, you and others, pooling efforts in a nonpartisan manner to defeat a common enemy – unemployment and resultant poverty. We applaud the work you have long been doing, which not only improves Arizona's economy, but also can be the difference for individuals served between thriving in a career that provides for loved ones versus struggling under the weight and discouragement of poverty. We seek to bring you better cooperative tools for accomplishing your good work and to empower you to your greatest achievements yet.

We welcome your input as valued partners as you implement the goals, priorities and strategies within the Plan. May you be blessed with success as you develop Arizona's workforce to support its job creators and continue your good work battling unemployment and poverty in Arizona.

Sincerely,



Edward F. Oxford, Ed.D.  
Senior VP/Chief Talent Officer, Banner Health  
Chairman, Workforce Arizona Council



Tim Jeffries,  
Director, Arizona Department of Economic Security  
Co-Chairman, Workforce Arizona Council

## WIOA and its Strategic Elements: State Strategic Vision, Goals, Strategies and Analyses – Sections I) & II), pages 1-61

The Workforce Innovation and Opportunity Act (WIOA) of 2014, which passed Congress by a large bipartisan majority (Senate 95-3, House 415-6), reauthorizes the Workforce Investment Act (WIA) of 1998 and provides a new structure for state and local workforce boards, requiring each state to develop a new Workforce Development Plan. The U.S. Department of Labor explains the goal of state plan alignment with WIOA as follows: “WIOA ensures that employment and training services provided by the core programs are coordinated and complementary so that jobseekers acquire skills and credentials that meet employers’ needs.”<sup>1</sup>

Arizona’s Plan sets four measurable goals designed to achieve the WIOA’s vision in a pro-growth, pro-family, anti-poverty manner: 1. create partnerships and strengthen communication; 2. promote a customer centric system; 3. grow and develop a skilled workforce; and 4. strengthen data utility and reporting. Every Arizonan legally able to work who seeks help at an ARIZONA@WORK Job Center should be affirmed that their needs matter and that the staff at the center will not stop until they identify the program(s) or service(s) best suited to help the jobseeker acquire skills needed to enter the workforce. Likewise, every Arizona employer who seeks help at an ARIZONA@WORK Job Center should be welcomed and readily provided any assistance needed to identify, interview and hire prepared employees to fill their needs. ARIZONA@WORK Job Centers’ manner of working toward these goals should prioritize helping government work at the speed of business, providing equal access to education, giving opportunity for all and growing the economy, all with a customer service focus. The State Strategy Crosswalk chart in Appendix 1 summarizes the four goals along with twelve strategies for attaining those goals and multiple means for implementing those strategies to accomplish the goals.

High-quality, consistent service delivery through the workforce system requires motivated, trained staff. The Council intends to explore a statewide uniform training for staff to ensure all share six key competencies: community resources and knowledge of partner programs, teamwork, career exploration, communication, WIOA laws and regulations for core programs, and customer service. Embracing collaboration, coordination and communication are vital themes found throughout the strategies that will help the State’s work be more efficient, streamlined and data-driven. Key data elements will need to be linked to serve customers across core programs, aligning data for better defined and measured metrics, and a secure process established for data collection, storage, transmission, and evaluation that adheres to state and federal privacy and confidentiality requirements.

The first sections of the Plan (pages 2-61) provide analyses of Arizona’s economy, workforce and development activities including analyses of existing and emerging jobs, labor force participation and unemployment rates and categories, labor market trends and projections, workforce education and skill levels including gaps, and current workforce development, education and training activities and capacity.

---

<sup>1</sup> WIOA Overview, U.S. Department of Labor, Employment and Training Administration, <https://doleta.gov/WIOA/Overview.cfm>.

The next sections (pages 62-112) detail the overall vision, goals and strategies needed, and plan for implementation.

While providing education, certifications and credentials are steps toward accomplishing these goals, assessment measures show ultimate success when jobseekers' and job creators' needs are jointly met, ensuring an educated workforce which drives economic success in Arizona.

## Operational Strategy Implementation – Section III) a) & b), pages 62-112

The Governor's appointed Workforce Arizona Council ("Council") is responsible to lead the system that produces a high quality workforce capable of meeting the changing needs of Arizona employers. The Council advises and assists the Governor in ensuring the duties required by WIOA are performed. The Council knows this work depends first and foremost on our Local Workforce Boards and ARIZONA@WORK partners who have made such incredible strides in this work for many years. The Council recognizes our need to support the Local Workforce Boards' efforts and that in order to carry out the Plan's vision, coordination and collaboration within the system and with other partners, such as educational institutions and economic development organizations, will be critical. This includes alignment of services and policies as well as creative thinking around how best to serve those seeking assistance from the workforce system. To accomplish this, the State has identified implementation activities aligned to its 12 strategies to start the system on the path to creating a strong data culture, building career pathways, employing innovative solutions, and ensuring the system is connected, efficient, and viewed as an asset. The Council intends to review the Service Integration and One-Stop Delivery System policies, building upon the work done by the previous Council, and to develop continuous improvement processes and data-based metrics.

The state operating systems across core partner programs are intended to provide coordinated, comprehensive services and access to resources that will support the implementation of State Strategies that:

- Provide workforce solutions to grow and develop an educated and skilled workforce that attract and support a strong and vibrant economy;
- Promote a customer-centric delivery system for businesses/industry, jobseekers and youth that provide access to training and employment opportunities; and
- Produce strong partnerships that support regional economies based on data-driven decisions and focus on continuous improvement and evaluation.

Optimal communication, collaboration and coordination among the core partners and programs can be accomplished through a common, supported and mutually agreed upon data-sharing strategy. As the State continues its implementation strategies for WIOA, stakeholders will work toward identifying co-location and/or shared case management strategies to create efficiencies that will support and help manage a shared client base, avoid duplication of services and leverage resources, while respecting legal constraints, privacy and confidentiality concerns.

Among the hallmarks of excellence in the WIOA is that American Job Centers (also known as One-Stop Centers) provide excellent customer service to jobseekers and employers and focus on continuous improvement. To this end, ARIZONA@WORK partner programs must not only ensure that job seeking and

business clients have a high quality experience, but also must integrate shared primary indicators of performance into service delivery models at all levels. The following details reflect core areas of focus in order to create a data-driven, economic-focused system.

■ **Assessments – Section III) b) 4), pages 93-102**

**Assessment of Core Programs**

WIOA prescribes six primary indicators of performance for the core programs. Currently, Title I (Adult, Dislocated Worker and Youth) and Title III (Wagner-Peyser Employment Service) programs have overlapping performance measures and utilize the same data reporting system and sources. Titles II (Adult Education) and IV (Vocational Rehabilitation) have separate measures and separate reporting systems. Title II (Adult Education/Literacy) does not currently have a module that tracks employment and wage information. Arizona will continue to research and identify data systems and creative measures to link the four core programs for integrated reporting and continuous improvement. Success will be evaluated using metrics that include the WIOA Performance Measures and Arizona measures below.

**WIOA Performance Measures – for Non-Youth Programs**

1. Percentage of program participants in unsubsidized employment during the second quarter after exit
2. Percentage of program participants in unsubsidized employment during the fourth quarter after exit
3. Median earnings of program participants employed during the second quarter after exit
4. Percentage of program participants who obtain a postsecondary credential or high school diploma
5. Percentage of program participants who, during a program year, are in education or training program that leads to a postsecondary credential or employment, who are achieving measurable skill gains toward a credential or employment

**WIOA Performance Measures – Youth Programs<sup>2</sup>**

1. Percentage of program participants in education, training or unsubsidized employment during the second quarter after exit
2. Percentage of program participants in education, training, or unsubsidized employment during the fourth quarter after exit

<sup>2</sup> Pursuant to WIOA, Out-of-school youth is defined as 16-24 years of age, while In-school-youth is defined as 14-21 year of age, unless defined differently by a core program. A chart of age and eligibility requirements can be found on page 129 of the Plan.

3. Median earnings of program participants employed during the second quarter after exit
4. Percentage of program participants who obtain a recognized credential or secondary diploma during participation or within 1 year after program exit
5. Percentage of program participants who, during a program year, are in education or training program that leads to a postsecondary credential or employment who are achieving measurable skill gains toward a credential or employment

**Arizona Performance Measures - Employer Measures**

Although WIOA does not yet outline employer measures, Arizona is proposing the following performance measures:

1. Percentage of employers who contacted an ARIZONA@WORK Job Center with a job opening that now have that opening filled, whether with a program participant or otherwise, within 90 days after the initial contact
2. Percentage of employers who contacted an ARIZONA@WORK Job Center who confirm ARIZONA@WORK services assisted in identifying qualified job applicants <i>(Percentage will be derived from those employers providing a response)</i>
3. Number of companies and business organizations that have been visited by ARIZONA@WORK employees

**Collaboration with and Assessment of ARIZONA@WORK Partner Programs**

Arizona has a strong history of agency collaborations to address local unmet needs and to mobilize around common goals, frequently convening key stakeholders to address a community, industry sector, and/or socio-economic issue. To remain relevant in this role of connecting the shared clients, workforce partner agencies must collectively and continually identify each other’s strengths and differences. Some differences are inherent in agency missions that may not be impactful to the larger workforce network while others may indicate a unique strength. To ensure that shared clients have the best possible access to address their needs, other ARIZONA@WORK partner programs will:

- Commit to supporting the creation of an integrated and unified workforce system;
- Identify common goals and planned achievements;
- Determine specific roles to include individual agency assets;
- Identify what data is needed to measure progress, how it will be collected, and how it will be used;
- Agree upon common language and common definitions to minimize confusion among shared clients

To solidify these goals, the Memorandums of Understanding that are negotiated with each partner agency will further detail locally-identified requirements for integrated service delivery. Each Local Workforce Development Area will create a plan to measure metrics established by WIOA and the Council, which will include continuous improvement strategies to ensure high quality customer service at the ARIZONA@WORK Job Centers.

## ■ Data Use and Infrastructure – Section III) b) 4), pages 107-112

Arizona currently uses three distinct data management systems across all four core partners for federal reporting. Arizona will need to work toward developing a web-based system that leverages the existing state systems for maximum secure data sharing with minimal new cost investment, while initially developing a solution to facilitate data sharing between current systems in order to meet the immediate requirements of WIOA performance management and program reporting. Core partners will continue to gather all required information, while ensuring streamlined intake and service delivery. The DES Division of Employment and Rehabilitation Services (DERS) will update state policies accordingly, and Adult Education and Vocational Rehabilitation (VR) will mirror these processes.

In order to remain informed of challenges and progress made by workforce partners around the issue of data, the Council will rely on the core partners to provide technical support. This will include helping to identify technical requirements and responsible parties to meet WIOA reporting requirements. Additional efforts include:

- Use of Unemployment Insurance Wage Record Data in conjunction with the National Student Clearinghouse Tracker to assess post-program success of WIOA and tracking of Arizona Employer metrics data.
- A proposal to amend state statute (House Bill 2666: Governor’s economic opportunity office; consolidation) has been put forth which will allow workforce partners to share unemployment insurance data in order to effectively conduct assessment and evaluation of workforce and education programs.
- All partners agree to maintain the privacy and confidentiality of all participant information.
- A recommendation to develop a data governance committee will be made to the Council.
- All necessary steps must be taken to ensure veterans and eligible spouses have priority of service through policies and procedures (currently being amended to align with WIOA).
- Every ARIZONA@WORK staff member is trained to provide service to persons with disabilities.

## ■ Priority of Service for Veterans – Section III) b) 4), page 111

While priority of service for veterans is an established element of the workforce system, the Plan will now incorporate an expanded focus on effectively serving transitioning, unemployed and underemployed military members, veterans and their family members. This expanded focus will integrate with the Arizona Roadmap to Veteran Employment, a statewide public/private partnership of key stakeholders with an emphasis on jobseekers, employment service providers, employers and the community. The ultimate goal is to strengthen both hiring and retention and to strategically engage technology solutions to complement the existing service and resource systems. This Governor-supported effort is facilitated by the Arizona Department of Veterans’ Services and the Arizona Coalition for Military Families, which will provide training and technical assistance to each Workforce Board and Local Workforce Development Area relating to serving the military, veteran and family population.

## Coordination with Unified and Combined State Plan Programs -- Section IV, page 113

It is important that the state build upon the already established collaborative efforts to develop a shared vision of success. The Council intends to explore coordination with required and voluntary programs as implementation moves forward in order to better leverage resources and expertise. This section does outline key activities in which programs must engage in order to assist with this work.

## Common Assurances for All Core Programs -- Section V, page 113-114

The common assurances are required to be submitted to the federal agencies along with the State Plan to provide promises that the State already has, or has plans to, address certain policy issues. These common assurances are listed within the program-specific sections of Titles I-IV.

## Program-Specific Requirements for Core Programs -- Section VI - IX, pages 115-204

The administrative entity for Titles I, III and IV is the Arizona Department of Economic Security, Division of Employment and Rehabilitation Services (DERS). The administering agency for Title II is the Arizona Department of Education, Division of Adult Education (ADE). While Title II Adult Education and Title IV Vocational Rehabilitation have historically played a role in the workforce system, one of the significant changes from WIA to WIOA is that these programs are now required as core partners.

### ■ Title I: Adult, Youth and Dislocated Workers (pages 115-131)

The WIOA Title I workforce development programs include the Adult, Dislocated Worker, and Youth Programs. These workforce services are provided through Arizona's twelve Local Workforce Development Areas (LWDAs) and their boards. Local Workforce Boards are required to contract with an ARIZONA@WORK Job Center operator and youth service providers to deliver a wide variety of services under this Title.

- The WIOA Title I **Adult Program** provides adults age 18 and older, a variety of workforce activities designed to increase employment, retention, earnings, and attainment of recognized postsecondary credentials.
- The WIOA Title I **Dislocated Worker Program** provides services to adults age 18 and older who have been terminated, laid off, or have received notice of termination or layoff from employment generally due to closures or downsizing. Self-employed individuals and individuals who meet the WIOA definition of a displaced homemaker may also be eligible for services. These services include basic career services, individualized career services and training services.
- **Priority of Service** for the Adult Program for individualized career and training services includes veterans, recipients of public assistance, low income individuals, and individuals who are basic skills deficient.
- The WIOA Title I **Youth Program** provides services to in-school youth (Ages 14-21) and Out-of-School Youth (ages 16-24) with barriers to employment such as being school dropouts, subjects of the adult justice system, basic skills deficient, English Language Learners, pregnant and parenting, and/or youth

with a disability. Seventy-five percent of all youth funds must be used to support out-of-school youth.

The implementation strategies proposed and the key initiatives outlined in the Plan will impact Title I programs and increase the coordination of the workforce system as a whole. These strategies focus on linking programs through data and common processes and increasing engagement with additional valuable programs within and outside of the workforce system. Additional activities beyond those programmatic changes required by WIOA and already implemented by the Local Workforce Development Areas, are outlined in the Plan, such as rapid response, registered apprenticeships, alternative training models and youth service provider procurement.

## ■ Title II: Adult Education and Literacy Programs (pages 150-164)

The purpose of Adult Education in Arizona under WIOA is to enable local adult education providers, as core partners of Arizona's workforce system, to develop, implement and improve adult education and literacy services throughout the state. Individuals eligible for Adult Education services are those individuals who are 16 years old or older, are not enrolled or required to be enrolled in school, and are basic skills deficient, lack a secondary diploma, or are English language learners

a) Aligning of Content Standards. Arizona Adult Education will revise and integrate its College and Career Ready (CCR) standards in the content areas of: English Language Arts, Mathematics, Social Studies, Civics, Science, and Technology. Following the adoption of the revised standards, Arizona Adult Education will align its CCR standards with Arizona's K-12 standards.

b) Local Activities. The Arizona Department of Education will fund eligible providers to establish and operate local programs that provide adult education and literacy activities to serve the target populations and address the purpose and goals of the Plan through a competitive Request for Grant Application Process (RFGA).

c) Corrections Education and other Education of Institutionalized Individuals. In Arizona, Corrections Education is funded through the Arizona Supreme Court, the Administrative Office of the Courts (AOC), and the Arizona Juvenile Justice Services Division. A very small percentage (historically less than 5 percent) of students enrolled in ADE-funded adult education programs are identified as in a correctional institution and fall under section 225.

d) Integrated English Literacy and Civics Education Program. Providers that are funded to deliver services to adults who are English language learners will address the requirements of fully implementing Integrated English Literacy and Civics Education (IEL-CE) as described below:

- Integration of civics engagement skills into Career Pathways and workforce preparation activities targeted to English language learners, including professionals with degrees and credentials in their native countries.
- Integration of educational technology and hybrid learning models into civics educational activities.
- Training and technical assistance on research and evidence-based instructional strategies.
- Collaborative agreements and formal partnerships with local area workforce system entities.

- Dissemination and replication of evidence-based resources and promising practices.

e) State Leadership. The State Leadership activities are required under WIOA and build upon Arizona Adult Education’s experiences during the previous three years in the implementation of initiatives that assist programs in preparing Arizona learners for success in college and/or career transition and for implementation of WIOA. Below are examples of Arizona’s planned initiatives to address the mandatory WIOA State Leadership requirements:

- Expand Arizona IBEST Programs;
- Pilot and build statewide career pathways models;
- Expand Postsecondary Bridge programs to statewide;
- Implement training institutes to improve teacher effectiveness in Mathematics, English Language Arts, English Language Acquisition, and Civics Education;
- Standardize processes with core partners (intake, referral, assessment, data collection).

f) Assessing Quality. Arizona adult education providers are evaluated on both fiscal and programmatic areas based on a model incorporating these factors:

- A cyclical system for risk assessment and monitoring;
- Monthly desk-monitoring, including data analysis and technical assistance;
- Evidence of high quality data-driven and research-based professional learning aligned to content standards and professional learning standards.

### ■ Title III: Wagner-Peyser Employment Services (pages 132-149)

As a mandatory partner within the ARIZONA@WORK delivery system, Employment Service (ES) provides a network of public employment offices that offer placement services for jobseekers and labor force recruitment services for employers. ES is co-located within all comprehensive ARIZONA@WORK Job Centers and uses the same workforce case management and reporting system as WIOA Title I, increasing coordination of service delivery and information sharing.

Combining the required training for ES staff as described in section VI of the Plan and the proposed training efforts included in the Plan, Arizona is working to ensure that staff are prepared to help the individuals they serve. Additionally, there are several other proposed strategies in the Plan that will encourage collaboration and consistency across the workforce system, connecting ES services and staff with the other programs and assets.

Employment Service is also responsible for the development of the Agricultural Outreach Plan (AOP), which identifies Arizona’s plan for providing services to the agricultural community, including agricultural employers and Migrant and Seasonal Farmworkers (MSFWs). The AOP is developed utilizing various reports to determine the estimated number of MSFWs to be served, by determining needs and barriers this population possesses, and by having MSFW outreach workers assist them using existing resources and working with community partners. Services necessarily include increasing the number of agricultural employers utilizing the ARIZONA@WORK delivery system.

## ■ Title IV: Vocational Rehabilitation (pages 165-204)

Vocational Rehabilitation (VR) is authorized by Congress through the Rehabilitation Act of 1973, as amended, now embedded within the Workforce Innovation and Opportunity Act (WIOA) as Title IV. The purpose of the VR program is to assist individuals with disabilities to prepare for, obtain, advance, and maintain competitive, integrated employment.

During Federal Fiscal Year 2015 DES/VR determined 19,106 individuals eligible for the Vocational Rehabilitation program, but 4,537 of those individuals were unable to begin receiving services due to a lack of resources and were placed on a waitlist. Regulations require an organized and equitable method for serving groups of individuals with disabilities in a priority order if all eligible individuals cannot be served immediately. DES/VR has established an Order of Selection based on the number of functional limitations that impact employment caused by the disabling condition(s), in combination with the number of VR services needed to address the identified limitations. Arizona has developed Priority Category 1 (Most Significantly Disabled), Priority Category 2 (Significantly Disabled), and Priority Category 3 (All Other Eligible Individuals). Regulations further require individuals with the most significant disabilities to be served first. Currently, only those individuals in Priority Category 1 are receiving services at this time. VR plans to serve individuals placed in Priority Category 2 and 3 based on application date as funds become available.

In addition to many collaborative agreements with other entities providing services to individuals with disabilities, DES/VR is actively working with the statewide workforce development system and educating employers on the benefits of hiring individuals with disabilities. The VR program aims to further integrate into the workforce development system statewide and to continue to engage employers and the workforce development system to enhance employment opportunities for individuals with disabilities as well as provide employers with a skilled labor pool. ARIZONA@WORK Job Centers should prioritize on identifying and providing all other services available to waitlisted or otherwise disabled Arizonans, and to identify and further engage with potential employers that could benefit by hiring them.

## Conclusion

The Council understands the Local Workforce Boards and affiliates have long been engaged in this fight against unemployment and poverty, and have much wisdom and experience essential to accomplishing Arizona's vision under WIOA. Local Workforce Boards and all of the ARIZONA@WORK Job Centers are stakeholders who hold the keys of success to this unified effort. The Council hopes this Overview helps simplify the tasks ahead under WIOA and helps ensure an educated workforce which drives economic success in Arizona. We look forward to supporting all the good work of the ARIZONA@WORK teams.

Appendix 1: State Strategies Crosswalk

Arizona State Unified Plan - Strategies Outline					
Goals	Strategies		Implementation Efforts		Metrics Prescribed in WIOA
Goal 1: Create Partnerships and Strengthen Communication	Strategy 1	Raise Awareness and Build a Comprehensive Network of Partners	Strategic partnerships Regional planning Common messaging and branding for core partners	Non-Youth Programs	Percentage of program participants in unsubsidized employment during the second quarter after exit
	Strategy 2	Formalize Communication Between Economic and Workforce Development Partners at the State and Local Levels	Awareness of the workforce system among employers and job seekers Regular information exchange Co-location/proximity of services		Percentage of program participants in unsubsidized employment during the fourth quarter after exit
	Strategy 3	Align Policies and Procedures Across Core Partners, Facilitating Collaboration, Data Sharing, and Alignment of Services	Policies and agreements to foster collaboration Data sharing agreements Review of funding streams and strategies for coordination		Median earnings of program participants employed during the second quarter after exit
Goal 2: Promote a Customer-Centric System	Strategy 4	Develop a Workforce System and Services Accessible to All Employers and Job Seekers, Including Individuals with Barriers	Alternative delivery methods for services and training, e.g. use of technology Staff development and training Network of employers/community partners able to work with individuals with barriers		Percentage of program participants who, during a program year, are in education or training program that leads to a postsecondary credential or employment who are achieving measurable skill gains toward a credential or employment
	Strategy 5	Integrate Standard and Consistent Processes Across Core Partners to Facilitate a Seamless Delivery of Services	Utilization of common intake forms and processes Standardized assessment process comprehensive orientation processes with standardized referral processes		Percentage of program participants in education, training or unsubsidized during the second quarter after exit
	Strategy 6	Implement Consistent, High-Quality Staff Training Across Core Partners	Core competencies for all core partner staff High-quality training modules Certification or credentials for workforce staff		Percentage of program participants in education, training, or unsubsidized employment during the fourth quarter after exit
Goal 3: Grow and Develop a Skilled Workforce	Strategy 7	Identify and Respond to High-Demand and Growing Industry/Employment Sectors at Local and Statewide Levels	Statewide and local or regional sector partnerships in key industries Engagement of the business community in planning Analysis of trends in in-demand occupations	Youth Programs	Median earnings of program participants employed during the second quarter after exit
	Strategy 8	Establish Model Career Pathways, Including Portable and Stackable Credentials and Soft-Skills Training, for Designated Industry Sectors	Career pathways in specific occupations for each geographic area, including pathways that begin at lower educational attainment levels to provide opportunities for individuals with barriers and disabilities Engagement of the business community in developing training Clear identification of industry-recognized credentials		Percentage of program participants who obtain a recognized credential or secondary diploma during participation or within 1 year after program exit.
	Strategy 9	Implement Increased Opportunities for Alternative Training and Education, Including Work-Based Training and Registered Apprenticeships	Work-based training opportunities, including registered apprenticeship Secondary education combined with career preparation Outreach to targeted populations, such as veterans, individuals with disabilities, and disconnected youth		Percentage of program participants who, during a program year, are in education or training program that leads to a postsecondary credential or employment who are achieving measurable skill gains toward a credential or employment
Goal 4: Strengthen Data Utility and Reporting	Strategy 10	Establish Process of Data Linking Across Core Programs to Ensure Core Programs Are Able to Share Key Data Elements for Shared Clients	Data linkage across information technology systems Alignment of data collection and reporting across partners Timely and accurate reports	Employer Measure	
	Strategy 11	Promote Evidence-Based and Data-Driven Decision Making	Demonstration projects to explore innovative changes Technical assistance to program partners on data sources and utilization Data-driven decision making		
	Strategy 12	Identify and Document Obstacles and Establish Continuous Improvement Through Outcomes Analysis and Reporting	Definition of metrics for goals and strategies Continuous improvement process Modifications of State Unified Plan to reflect lessons learned and data analysis		