



**NOTICE OF PUBLIC MEETING OF THE
MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD EXECUTIVE COMMITTEE**

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Maricopa County Workforce Development Board Executive Committee and to the general public that the Maricopa County Workforce Development Board Executive Committee will hold a meeting open to the public on:

REVISED

Thursday, January 20, 2021 – 9:30 a.m.

<https://www.gotomeet.me/MaricopaCountyWDB>

Phone: +1 (872) 240-3212; Access Code/Meeting ID: 167-097-701

The Agenda for the meeting is as follows:

****Indicates materials attached, please review/read prior to meeting.***

1. Call to order.

2. Roll Call.

3. Welcome and Opening Remarks.

4. Consent Agenda.

For Possible Action.

The Committee will consider and vote on the items on the consent agenda. Consent agenda is established to efficiently dispense the business of the MCWDB. These items will not be discussed unless a Member of the Committee asks to remove the item from the consent agenda.

- a. Meeting Minutes: November 18, 2021*
 - b. MCWDB FY22 2nd Quarter Report*
 - c. PY20 Data Validation*
 - d. 2022 Board Recertification/Compliance Update*
-

5. Chairman Report.

Discussion Only.

6. Information/Discussion/Possible Action.

- a. OSO Quarterly Report Presentation (YTD)*
 - b. Fiscal Reports*
 - c. BFY22 Fiscal Monitoring – WIOA Title 1B Program*
 - d. MCWDB Staff Reorganization Progress Report*
 - e. MCWDB FY22 Budget Amendment*
 - f. MCWDB FY23 Budget Recommendation*
 - g. MCWDB FY2021-2022 Committee Roster Update*
-

NEXT MCWDB EXECUTIVE COMMITTEE MEETING: MARCH 17, 2022

PUBLIC PARTICIPATION AND ACCESS: "The public must be allowed to attend and listen to deliberations and proceedings taking place in all public meetings, A.R.S. § 38-431.01(A); however, Open Meeting Law does not establish a right for the public to participate in the discussion or in the ultimate decision of the public body." Note: Agenda items may be taken out of order

"Equal Opportunity Employer/Program." "Auxiliary aids and services are available upon request to individuals with disabilities." A sign language interpreter, alternative format materials, or infrared assistive listening devices will be made available within 72 hours' notice. Additional reasonable accommodations will be made available to the extent possible within the time frame of the request. Arizona@Work: Maricopa County products and services are made available through federal funding provided by the Workforce Innovation and Opportunity Act (WIOA); serving Employers by aiding job seekers, adults, dislocated workers and youth.

7. Information/Discussion Only.
 - a. Labor Market Projections Presentation*
 - b. Strategic and Local Plans Workshop*
-

8. Call to Public.

9. Adjourn.

NEXT MCWDB EXECUTIVE COMMITTEE MEETING: MARCH 17, 2022

*PUBLIC PARTICIPATION AND ACCESS: "The public must be allowed to attend and listen to deliberations and proceedings taking place in all public meetings, A.R.S. § 38-431.01(A); however, Open Meeting Law does not establish a right for the public to participate in the discussion or in the ultimate decision of the public body." **Note: Agenda items may be taken out of order***

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Consent Agenda.

Meeting Minutes



MINUTES OF PUBLIC MEETING OF THE MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD
Executive Committee

Thursday, November 18, 2021 – 9:30 a.m.

Microsoft Teams: [Click here to join the meeting](#)

Phone: +1 (480) 702-3496; Phone Conference ID: 234 080 990#

Members Present: Bonnie Schirato, Loren Granger, and Matt McGuire
(Note: All members present attended via Microsoft Teams meeting)

Members Absent: Erik Cole, Shawn Hutchinson

MEETING

Call to Order.

Chairman Matt McGuire called the meeting to order at 9:34 a.m. and requested a roll call.

Roll Call.

MCWDB Board Liaison Deseret Romero took roll call. A quorum was present.

Welcome and Opening Remarks.

Chairman Matt McGuire welcomed the Executive Committee and guests.

Chairman McGuire then provided a brief review of the board's vision, values, and goals.

Consent Agenda.

Meeting Minutes: September 16, 2021.

Chairman McGuire asked for a motion to approve the MCWDB Full Board September 16, 2021, Meeting Minutes. Loren Granger made a motion; Bonnie Schriato seconded the motion.

Chairman McGuire called for an all-in favor vote:

In Favor: Bonnie Schirato, Loren Granger, and Matt McGuire

Opposed: None

Abstained: None

Motion passed.

Chairman Report.

Chairman McGuire recognized National Apprenticeship Week and shared a personal apprenticeship story.

Informational/Discussion Only.

East Valley Career Center Lease.

Human Services Director Jacqueline Edwards provide a PowerPoint presentation on the East Valley Career Center lease. The following highlights were presented by Ms. Edwards.

- Current East Valley Career Center Background
- New East Valley Career Center Location Search
- New Location Specs
- Supporting Comprehensive Services & Strengthening Integration

Ms. Edwards and MCWDB Executive Director Steve Clark answered the following questions presented by the Committee.

- What is the current access to public transportation?
 - There is poor access to public transportation at the current location, as it is in a heavily residential area. The new location search included necessary access to public transportation.
- Is a ten-year lease standard?
 - Yes, a 7 to 10-year lease is standard and allows for stabilization of additional costs.
- How many staff are anticipated to work at the new location?
 - There are 60 planned staff members, including partners.
- Would there be a grand opening?
 - MCWDB staff will work with Ms. Edwards and the Workforce Development Division to plan a grand opening.

Mobile Career Center (MCC) Update.

Executive Director Steve Clark provided a brief update on the Mobile Career Center, including a recent meeting with MCWDB Board Member Brent Downs with whom has experience with managing a mobile unit.

MCWDB Management Analyst Nancy Avina provided a detailed update on the recent meeting with MCWDB Board Member Brent Downs. The following highlights were shared.

- Private Funding
- Vehicle Development
 - o Recommended building a vehicle from the ground up.
 - o Build to withstand the Arizona climate.
- Financial Costs
- Client Increase
 - o Increase from 400 to 1400 within the first year
- Event Experience
- Support for a Mobile Career Center

Mr. Clark noted the progress of the MCC project, from the initial conception to now the next steps of working with the Workforce Development Division to outline all of the necessary details for potential development. The details would include but would not be limited to the following.

- Staffing
- Services
- December MCWDB Full Boar Meeting
 - o Initial Costs
 - o Year to Year Maintenance Costs

Mr. Clark responded to the following questions/comments presented by the Committee.

- Are there capacity restrictions?
 - o Outdoor accommodations would be included during the pandemic with limited indoor access. The post-pandemic indoor access would be modified accordingly.
- Is there current data on the clients being served by the implemented mobile career centers?
 - o We are currently working with partners to receive their data. We will share once received.

Memorandum of Understanding/Infrastructure Funding Agreement (MOU/IFA).

MCWDB Management Analyst Nancy Avina provided the Committee with a brief update on the MOU/IFA semi-annual review. Ms. Avina noted that while the MOU/IFA will expire in June 2023, a semi-annual review is required. The MOU/IFA has been shared with the partners for their review, with no responses as of yet.

Chairman McGuire noted that he was pleased to be ahead of the process.

Information/Discussion/Possible Action.

Job Center Certification Follow-up Action Plan.

MCWDB Management Analyst Kennedy Riley presented a PowerPoint to the Committee on the Job Center Certification Follow-up Action Plan. Ms. Riley presentation highlighted the following.

- Action Item Review from Workforce Arizona Council (WAC)
- Clarification Points
- Follow-up Action Plan Items
- Recommendation
 - o Approval of Follow-up Action Plan – Executive Committee (November)
 - o Approval of Follow-up Action Plan – MCWDB Full Board (December)
 - o Submission to WAC by December 31, 2021

Chairman McGuire asked for a motion to approve the Job Center Certification Follow-up Action Plan as presented. Committee Member Bonnie Schirato called for the motion to approve, seconded by Loren Granger.

Chairman McGuire called for an all-in favor vote:

In Favor: Bonnie Schirato, Loren Granger, and Matt McGuire

Opposed: None

Abstained: None

Motion passed.

Fiscal Reports.

Nicole Forbes, MCWDB Fiscal Agent, provided the Committee with a report on the Maricopa County FY22 WIOA (BTA) Budget to Actual.

Chairman McGuire made the following inquiry on page 2 of the presentation.

- Does the noted 37% expended come from the overall Title 1B budget or the \$15.7 million required spending?

Ms. Forbes noted that 37% of the \$15.7 million requirement had been expended as of October 31st.

In addition, Ms. Forbes updated the Committee on the November 8th fiscal monitoring audit by the Arizona Department of Economic Security (DES). While there were no initial findings, Ms. Forbes anticipates a formal response from DES in December.

Ms. Forbes also noted that she would be providing the MCWDB Full Board with an update on the Adult/Dislocated Worker funding transfer at their December meeting.

Chairman McGuire asked for a motion to approve the Fiscal Reports as presented. Committee Member Loren Granger called for the motion to approve, seconded by Bonnie Schirato.

Chairman McGuire called for an all-in favor vote:

In Favor: Bonnie Schirato, Loren Granger, and Matt McGuire

Opposed: None

Abstained: None

Motion passed.

One-Stop Operator Quarterly Report.

Maximus Project Director Gretchen Caraway presented the Committee with a PowerPoint on the One-Stop Operator (OSO) Quarterly Report (PY21-22 Q1). The presentation includes the following highlights.

- OSO MCWDB Q1 Progress Update Overview
- OSO Purpose
- OSO Performance Areas
- Collaboration Efforts
- System Coordination
- System Access
- Customer Service
- OSO Site Visit Check List
- PY21-22 Q1 Scorecard
- 2020 vs. 2021 Participation Comparison
- Success Story
- Q2 Goals
- OSO Administrative Requirement
- MCWDB OSO Budget

Committee Member Bonnie Schirato noted that she would also love to visit the centers.

Ms. Caraway commented that she would share the upcoming visitation dates and gladly include Ms. Schirato in a site visit.

Chairman McGuire asked for a motion to approve the One-Stop Operator Quarterly Report as presented. Committee Member Bonnie Schirato called for the motion to approve, seconded by Loren Granger.

Chairman McGuire called for an all-in favor vote:

In Favor: Bonnie Schirato, Loren Granger, and Matt McGuire

Opposed: None

Abstained: None

Motion passed.

MCWDB FY22 1st Quarter Report.

MCWDB Executive Director Steve Clark provided a summary of the MCWDB FY22 1st Quarter Report to the Committee. In addition, Mr. Clark introduced WIOA Title II Workforce Development Specialist Patrick Brown to share the Title II quarter 1 data.

Mr. Clark noted the inability to receive the Title III and IV 1st quarter information prior to the submission of the MCWDB FY22 1st Quarter Report to the Executive Committee, however noting that MCWDB staff would continue to work with the Title III and IV partners to identify a timeline for the release of the information.

Chairman McGuire shared his concerns with approving the presented report without the Title III and IV 1st quarter information. No motion was presented.

MCWDB FY23 Budget.

Executive Director Steve Clark provided the Committee with a review of the presented MCWDB FY23 Budget Recommendation, identifying a few recommended modifications and overall budget reduction.

Chairman McGuire asked for a motion to approve the MCWDB FY23 Budget as presented. Committee Member Bonnie Schirato called for the motion to approve, seconded by Loren Granger.

Chairman McGuire called for a roll call vote:

In Favor: Bonnie Schirato, Loren Granger, and Matt McGuire

Opposed: None

Abstained: None

Motion passed.

Title 1B: PY21 1st Quarter Report.

Workforce Development Division Assistant Director CJ Williams present the Committee with the Title 1B: PY21 1st Quarter Report.

Chairman McGuire asked for a motion to approve the Title 1B: PY21 1st Quarter Report as presented. Committee Member Loren Granger called for the motion to approve, seconded by Bonnie Schirato.

Chairman McGuire called for an all-in favor vote:

In Favor: Bonnie Schirato, Loren Granger, and Matt McGuire

Opposed: None

Abstained: None

Motion passed.

Data Validation Audit Results (PY19).

MCWDB Executive Director Steve Clark provided a brief update to the Committee on the Data Validation Audit Results (PY19) presented by DES and the minor findings referenced in the submitted letter by DES.

Chairman McGuire asked for a motion to approve the Data Validation Audit Results (PY19) as presented. Committee Member Bonnie Schirato called for the motion to approve, seconded by Loren Granger.

Chairman McGuire called for an all-in favor vote:

In Favor: Bonnie Schirato, Loren Granger, and Matt McGuire

Opposed: None

Abstained: None

Motion passed.

Call to the Public.

Chairman McGuire made a call for public comment. No one spoke.

Adjourn.

Chairman McGuire wished everyone a Happy Thanksgiving and adjourned the meeting at 11.05 a.m.

**For additional information, contact MCWDB staff at: MCWDB@maricopa.gov*



Consent Agenda.

MCWDB FY22 2nd Quarter Report



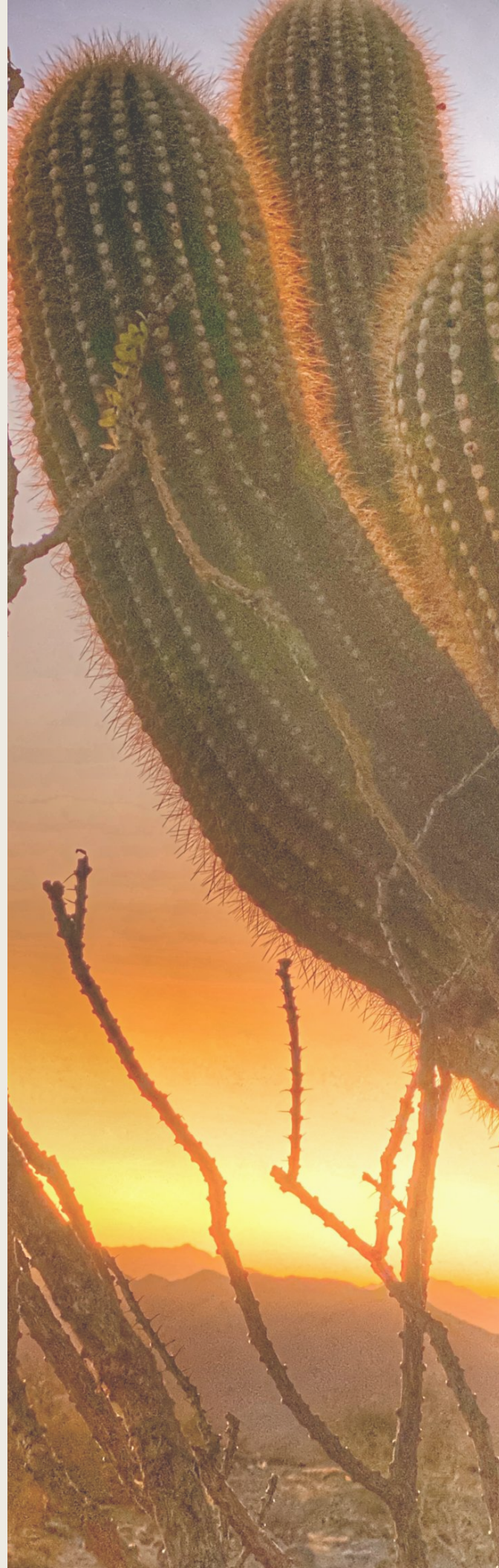
MCWDB QUARTERLY REPORT FY22

Program Year 2021
2nd Quarter
October - December 2021

Summary of Progress on Goals

During the 2nd Quarter (October - December 2021), the Maricopa County Workforce Development Board (MCWDB) continued to clarify progress towards goals and closely monitor requirements to ensure compliance with the Workforce Innovation and Opportunity Act (WIOA) and the Department of Labor. The MCWDB, in partnership with the Chief Elected Official's liaison and the State of Arizona, has been successfully establishing procedures and timelines to ensure full compliance with WIOA and provide the best value-added services to the constituents of Maricopa County. During this quarter, the MCWDB is embarking on a new strategic planning process. The MCWDB will also begin the mid-cycle review of the Local Area Plan. Both projects are expected to be finalized in early summer 2022. The 2022 Local Workforce Board Recertification review process is underway and will continue throughout the year.

- Create a High-Quality Workforce Development System
- Build Brand Awareness of Workforce Development to Increase Utilization
- Implement Regional Workforce Entity
- Build a Self-Sustaining System of Workforce Development
- Design and Utilize Performance-Based Metrics that Ensure Capacity Management and Improve System Outcome



Actions on MCWDB Required Roles



Strategic Functions

- 01** Continued monthly MCWDB budget financial reviews with Fiscal Agent to ensure open communication and proper management of MCWDB funds.
- 02** Continued meetings with City of Phoenix WDB Leadership and Pinal County to discuss regionalism and alignment wherever possible
- 03** Planning and development of new Memorandum of Understanding - Infrastructure Funding Agreement.
- 04** Planning strategies for the Strategic Planning and Local Plan.
- 05** Continued collaborated with all workforce development local area stakeholders to ensure compliance.

System Capacity Building

- 01** Continued engagement with community stakeholders and key partners to actualize the Board's vision of creating a best in class workforce system.
- 02** Reviewed and addressed the goals and strategies for the 2022 MCWDB Strategic Plan.
- 03** Review of workforce development board national best practices and trends for areas of improvement.
- 04** Ongoing efforts to solicit and refer potential Board member candidates to the Board of Supervisors Liaison based on vacancies and needs of the MCWDB.

System Alignment & Effective Operations

Ongoing meetings with BOS Liaison, Administrative Entity and Career Service provider to ensure system and program oversight, alignment; and open and transparent communication.

One Stop Operator Quarter Progress

- » The OSO continued collaboration efforts through virtual meetings with title partners where various activities take place, including co-enrollment improvements, study sessions, surveys, and technical assistance.
- » Met with partners at City of Phoenix to discuss the opportunity to join a new referral platform for referrals between Title Partners to enhance regionalism.
- » Met with Board Staff to discuss assisting with the facilitation and implementation of Title II Set Aside Funds Project.
- » Visited two affiliate sites and both Comprehensive Career Centers.

MCWDB Policies

MCWDB staff is actively working on updating multiple policies for the Board's consideration at their upcoming meetings. No new policies were approved this quarter.



Anticipated Activities

This Program Year, the MCWDB, with support from their staff, will focus on the development of their Strategic Plan, Outcome and Performance of the local area to ensure resources are being maximized, Regional and Collaborative Opportunities, and Innovation in Workforce Development. All while ensuring compliance of the WIOA and the 13 required functions of the MCWDB.

MCWDB Activities include, but are not limited to:

- Board Training & Engagement
- Local Plan Review
- Policy Updates
- Strategic Plan Development
- Regional Collaborative Opportunities
- Innovation in Workforce Development
- Staff Reorganization



Consent Agenda.

PY20 Data Validation



DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

Douglas A. Ducey
Governor

Michael Wisehart
Director

December 22, 2021

Maricopa County Workforce Development Board
701 W Jefferson St. Ste 104
Phoenix, AZ 85007

RE: Data Validation Closure Letter PY20

Dear Steve Cark

The Division of Employment and Rehabilitation Services (DERS), Quality Assurance and Integrity Administration (QAIA) has completed the Data Validation Audit for the ARIZONA@WORK **Maricopa County** Local Workforce Development Area (LWDA) for the Workforce Innovation Opportunity Act (WIOA) Title IB Program for PY-2020.

Based on the audit conducted, there were no failed data elements noted. With the receipt of this letter, please be advised that the audit is considered closed for PY20.

On behalf of the Quality Assurance and Integrity Administration (QAIA) WIOA Section, thank you for the cooperation and assistance provided by yourself and your staff during the review process.

If you have any questions, feel free to contact me directly at (480) 216-8202 or jminer@azdes.gov.

Sincerely,

Jessica Miner

WIOA Program Auditor
Quality Assurance & Integrity Administration

cc: Matt McGuire LWDB Chair
Stacey Anderson, Audit Manager (QAIA)
Melissa Pearl Moore, Audit Supervisor (QAIA)



Consent Agenda.

2022 Board Recertification/Compliance Update



2022 ARIZONA@WORK LWDB RECERTIFICATION

Due to DES January 2023 (8/24/21 WAC)

LWDB Certification: Is required every two years.							
Action Steps	Resources	Start	Target End	Legal Review Required	Exec. Comm. Approval	MCWDB Approval	BOS Approval
Receive LWDB recertification template with requirements and timeline (projecting that LWDB recertifications will be due by January 2023)	DES and/or WAC	02/01/2022 TBD	October 2023				
1. LWDB Membership Roster (Verify and submit Local Board Membership Composition)	Board Staff	08/01/2021	08/30/2021	N			October 2021
2. List of Standing Committees and Standing Committee Members	Board Staff	08/01/2022	08/30/2022	N	Aug. 2022	Aug. 2022	
3. Bylaws (review and modification)	Board Staff	01/01/2022	7/31/2022	Y	August 2022	Sept. 2022	October 2022
4. Shared Governance Agreement with Org. Chart (No renewals)	Board Staff	01/01/2022	Current agreement expires 6/30/2023	Y	August 2022	September 2022	October 2022
5. Service Provider Agreement (May be renewed for 2 additional one-year terms)	Board Staff	NA	Current agreement expires in 12/31/2023	NA	NA	NA	NA
6. OSO Agreement & Procurement	Board Staff	11/01/2022	01/01/2022	Y	March 2022	April 2022	May 2022
7. Local Area Plan (mid-cycle report)	Consultant TBD	12/01/2021	1/31/2022	N	Jan. 2022	Feb. 2022	March 2022
8. MOU/IFA Updated	Board Staff & Partners	11/01/2021	01/31/2022	Y	March 2022	April 2022	May 2022



2022 ARIZONA@WORK LWDB RECERTIFICATION

Due to DES January 2023 (8/24/21 WAC)

Action Steps	Resources	Start	Completion Target	Legal Review Required	Exec. Comm. Approval	MCWDB Approval	BOS Approval
9. Policy Development <ul style="list-style-type: none"> • Conflict of Interest • Training Services Policy • Work-Based Training Policy • Monitoring and Oversight Policy 	Board Staff	10/01/2021	08/31/2022	Y	August 2022	Sept. 2022	October 2022
10. LWDB Oversight	Board Staff	06/01/2022	07/01/2022	TBD	Aug. 2022	Aug. 2022	Sept. 2022
11. LWDB Management of Funds	Board Staff	06/01/2022	07/01/2022	TBD	Aug. 2022	Aug. 2022	Sept. 2022
12. Submit LWDB recertification documents to DES	Board Staff		11/01/2022				
13. Preliminary review by State and Local Boards to respond to feedback	DES	01/30/2023	TBD				
14. Final changes to DES for feedback	Board Staff			TBD	TBD	Mar. 2023? TBD	April 2023 TBD
15. (WAC) Performance Excellence Committee will review the Re-Certification documents and recommend approval, partial approval, or denial to the Workforce Arizona Council.	WAC	TBD	TBD				
16. Final changes to DES Feedback	Board Staff			TBD	TBD	Mar. 2023? TBD	April 2023? TBD

Department of Economic Security
Quarterly Document Upload and Title I-A Governance Monitoring Information

2022


Quarter 1 Review

LWDB:	Q1 Review		Q2 Review		Q3 Review		Q4 Review	
Document	Date	Reviewer	Date	Reviewer	Date	Reviewer	Date	Reviewer
Membership Roster	12.22.21	DR						
Employee Listing	12.17.21	DR						
Organizational Chart	12.17.21	DR						
Standing Committees List & Members	12.22.21	DR						
Bylaws	12.17.21	DR						
Consortia Agreements (IA)	Does not apply	DR						
Shared Governance Agreement	12.17.21	DR						
Service Provider Agreement(s)	12.17.21	DR						
Local Plan	12.17.21	DR						
LWDB Monitoring Oversight	12.17.21	DR						
One Stop Operator Procurement(s)	12.17.21	DR						
OSO Monitoring	12.17.21	DR						
Memorandum of Understanding	12.17.21	DR						
Infrastructure Funding Agreement(IFA) Amendments	12.17.21	DR						
Job Center Certification	12.17.21	DR						
Conflict of Interest Policy	12.17.21	DR						
WIOA 1-B Adult Program Budget	12.30.21	DR						
WIOA 1-B Dislocated Worker Budget	12.30.21	DR						
WIOA 1-B Youth Program Budget	12.30.21	DR						
Administrative Budget	12.17.21	DR						



Information/Discussion/Possible Action.

OSO Quarterly Report Presentation (YTD)



**MCWDB Executive Committee
Maricopa County One-Stop Operator
Q2 Progress Update
PY 2021-2022**

January 20, 2022

One-Stop Operator MCWDB Q2 Progress Update Overview



One-Stop Operator Q2 Highlight



One-Stop Operator Performance Areas Overview



One-Stop Operator Q2 Performance Areas Achievements & Progress



Q3 One-Stop Operator Planned Goals



PY 2021 Needs Assessment Approach & Timeline



PY 2021-2022 YTD Customer Referral Results



OSO Administrative Requirements & RFP Budget Snapshot

Q2 One-Stop Operator Highlight

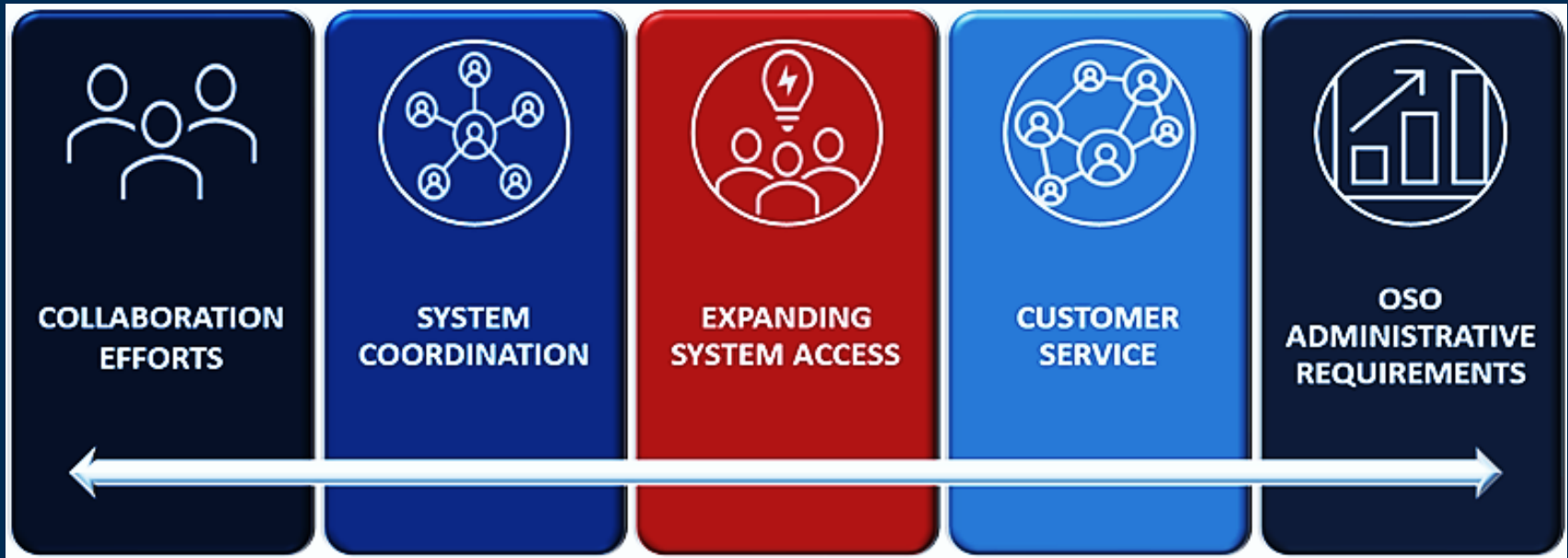
Regionalizing System Delivery

Activities conducted in Q2 towards regionalizing customer referrals with City of Phoenix LWDA:

- Met w/City of Phoenix OSO and board staff about implementing a referral system.
- Received demo of the Unite Us platform. In attendance - City of Phoenix OSO, MCWDB staff, and OSO leadership
- Received a basic and comprehensive overview of the Now Pow platform. This platform has the potential to also manage co-enrollment - in attendance City of Phoenix OSO
- In-progress working with City of Phoenix OSO to write up a joint technical specification need and summary, that include notes from the platforms demonstrated for board review.



One-Stop Operator Performance Areas



One-Stop Operator Q2 Performance Areas Achievements & Progress



COLLABORATION EFFORTS

- Facilitated working groups per program for Partners to assess if their program is participating in any co-enrollment related activities
- Engaged with center and affiliate site staff
- Polled Partners about Mobile Unit initiative

SYSTEM COORDINATION

- Conducting PY 2021 Needs Analysis
- Career Site Visits
- Manage customer referral tracking spreadsheet
- Conduct bi-monthly Collaboration Workgroups



One-Stop Operator Q2 Performance Areas Achievements & Progress



SYSTEM ACCESS

- PartnerLink's Referral System Continuous Improvements
- Facilitating In-Person Collaboration Sessions starting in Q3
- Regionalizing Service Delivery through collaboration with City of Phoenix

CUSTOMER SERVICE

- Ongoing Technical Support
- Study Session Preferred Topic Survey
- Working w/MCWDB Staff on collecting timely Program Performance data

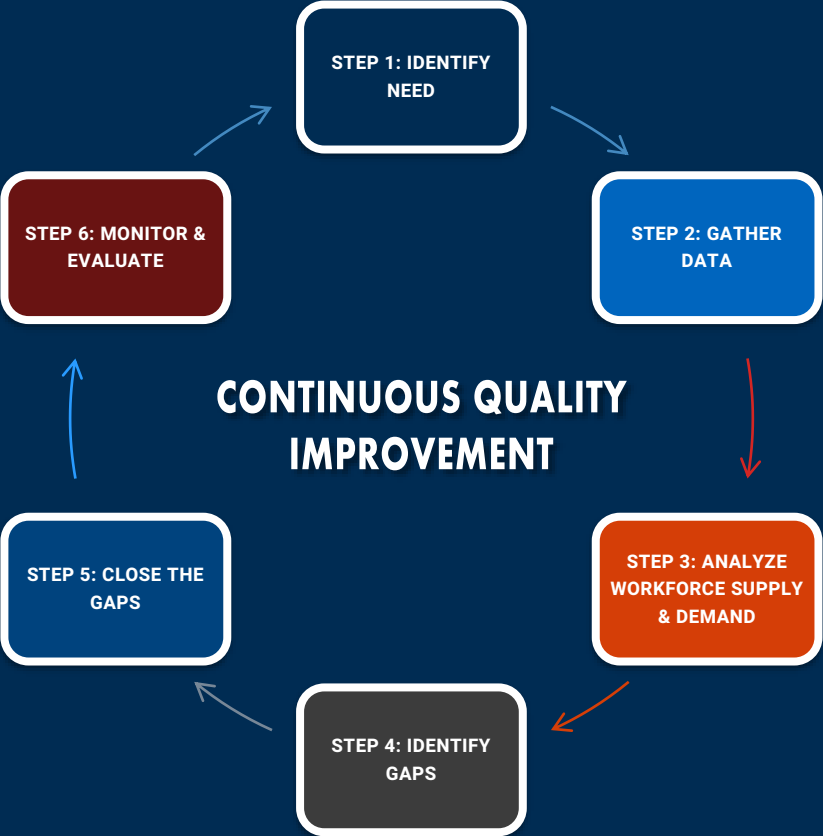


Q3 One-Stop Operator Planned Goals

1. Continuous improvement focusing on Partner training and development needs
 2. Conduct Needs Analysis and finalize summary for MCWDB review and approval
 3. Continue efforts to regionalize with the City of Phoenix by procuring a comprehensive system for submitting customer referrals and potentially manage co-enrollment
 4. Engage Pinal's LWDA in approach to regionalize customer referrals
- 
- A graphic of a target with several arrows hitting the bullseye, positioned in the background of the slide.

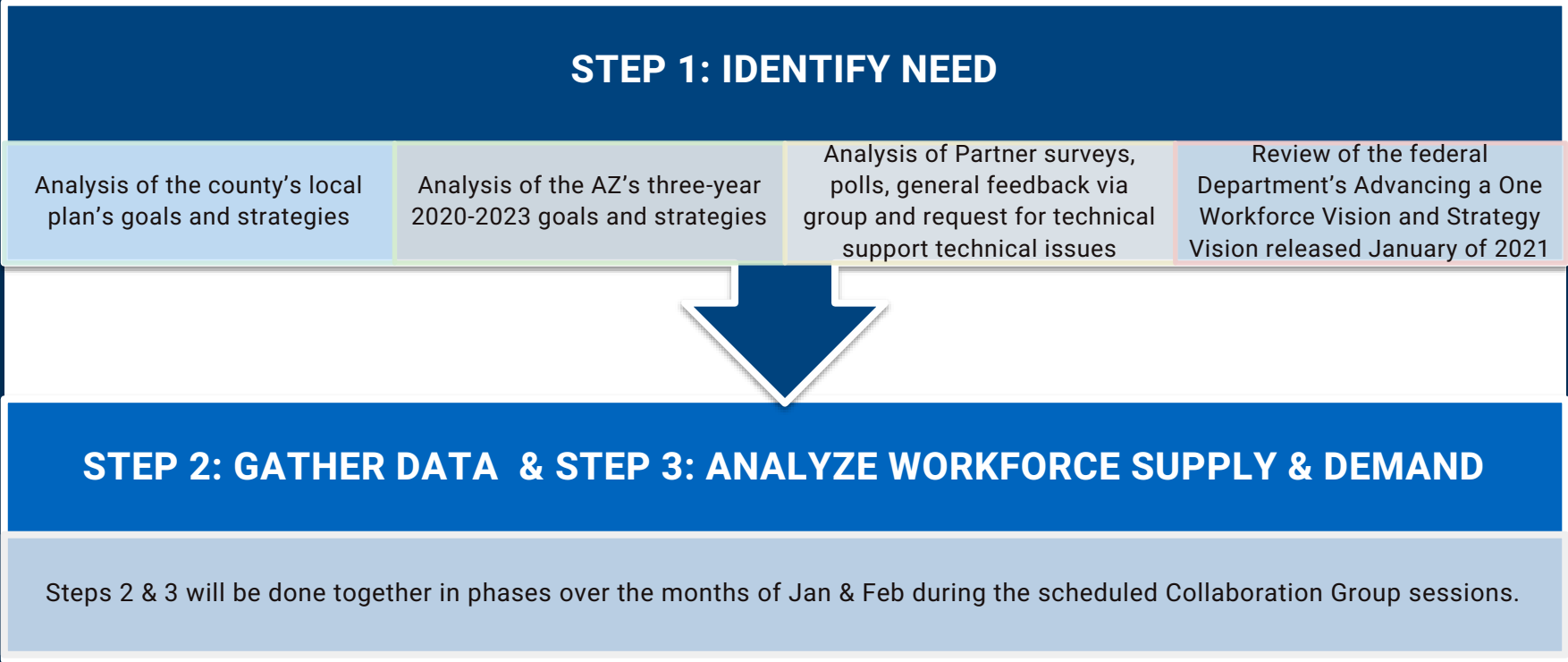
PY 2021-2022 Maricopa County LWDA Needs Analysis

Overview



PY 2021-2022 Maricopa County LWDA Needs Analysis

Approach



PY 2021-2022 Maricopa County LWDA Needs Analysis

Approach

STEP 4: IDENTIFY GAPS

Step 4 is what the OSO will present to the board for approval to move forward with next steps. The gaps will be ranked by the number of times a needs analysis gap is mentioned.



STEP 5: CLOSE THE GAPS

Once the board approves the presented findings, a plan(s) will be developed and presented to the board for approval before moving with implementation.

PY 2021-2022 Maricopa County LWDA Needs Analysis

PY 2021 Maricopa County LWDA Needs Assessment				
Focus Areas	Desired Future State	Current State	Identified Gap	Action Plan
What are you focused on?	Where would you like to be?	Where are you now?	Difference between desired state and current state	Projects you will undertake to bridge gap
Partnerships and Program Alignment <i>Strategic partnerships and program alignment across workforce, education, economic development, business, social services, and other key programs and systems.</i>	<i>The following approach to define the desired future state for each area of focus: - Assess Maricopa's local plan's goals and strategies - Assess AZ's three-year 2020-2023 goals and strategies - Review Partner surveys, polls, session minutes, and technical support requests - Review of the federal's Advancing a One Workforce Vision and Strategy January of 2021</i>	<i>Will be assessed based on the OSO's current knowledge and Partner feedback over the months of January and February of 2022</i>		
One-Stop Center Service Design <i>Customer-centered and integrated services delivery through one-stop centers that provide high quality services to job seekers and businesses.</i>				
Youth Services Strategies <i>Service delivery strategies that emphasize work-based learning opportunities and build career pathways for youth.</i>				
Local Leadership and Governance <i>The critical role of strategic Local Boards in providing leadership and governance for the public workforce system</i>				
Training & Development <i>Training and development need in six areas: Eligibility Training Provider List (ETPL), Support Services, Online Sources, Additional WIOA Programs, Core WIOA Programs and Career Services.</i>				

- ✓ **Employer Partnerships and Program Alignment**
- ✓ **One-Stop Center Service Design**
- ✓ **Services Strategies**
- ✓ **Local Leadership and Governance**
- ✓ **Training & Development**

PY 2021-2022 Maricopa County LWDA Needs Analysis Timeline

Training & Development Need Assessment

- **Completed December 2021**

Partnerships and Program Alignment Assessment

Complete January 2022

One-Stop Center Service Design Assessment

Complete February 2022

Youth Services Strategies Assessment

Complete February 2022

Local Leadership and Governance Assessment

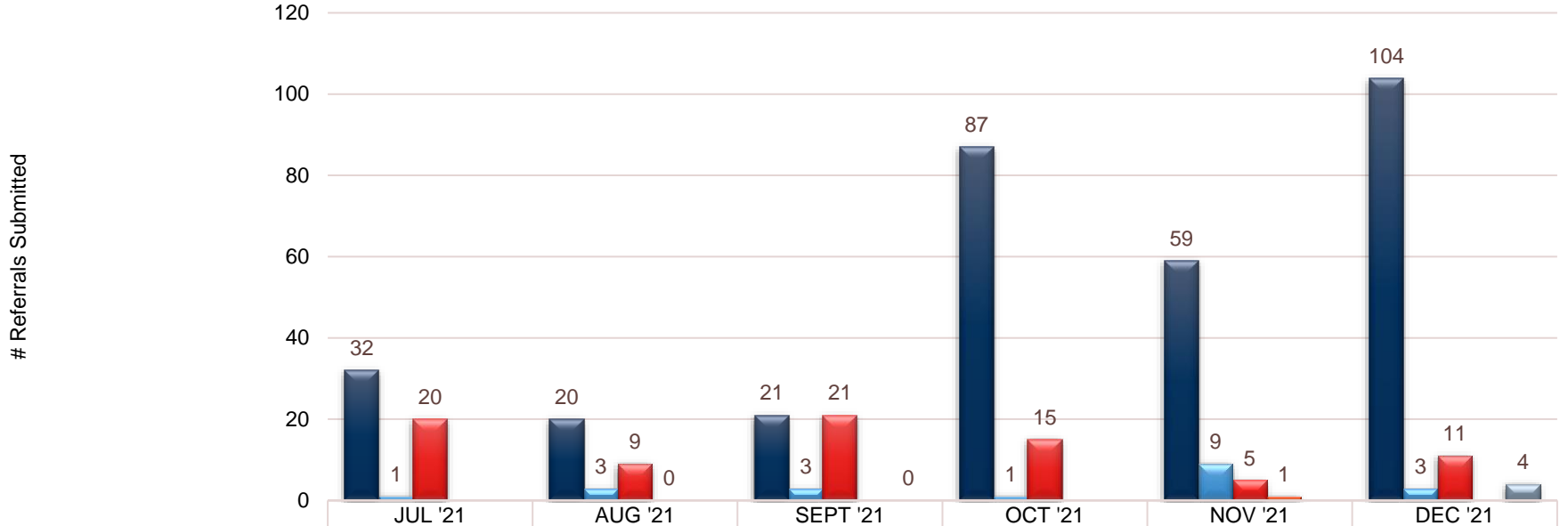
Complete February 2022

Final Assessment Results & Summary for MCWDB Review & Approvals

- **Complete March 2022**

PY 2021-2022 YTD Customer Referrals Results

PY2021 Q2 Maricopa LWDA WIOA Programs Customer Referrals



■ Adult & Dislocated Workers	32	20	21	87	59	104
■ Youth	1	3	3	1	9	3
■ Smart Justice	20	9	21	15	5	11
■ Adult Ed - Mesa		0			1	
■ Adult Ed - Rio Salado College			0			4

PY 2021-2022 YTD Customer Referrals Results

Q1 Customer Referrals Scorecards

PY 2021-2022

170

Q2 Customer Referrals Scorecards

PY 2021-2022

176

YTD Customer Referrals Submitted Scorecard

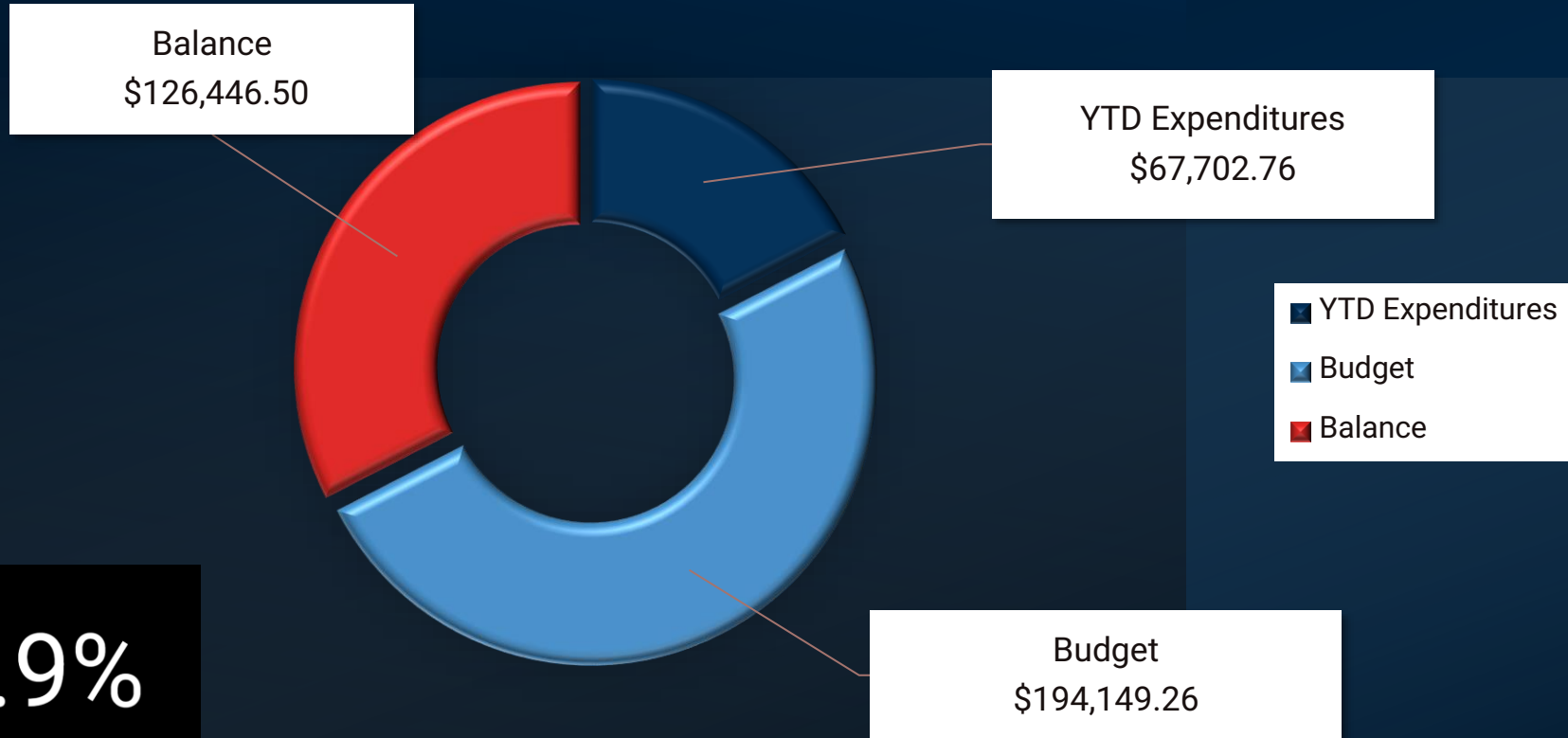
Since Go Live Date 12/30/2020

628

Q2 One-Stop Operator Administrative Requirements

Q2	OCT Meet with WDB Staff; monthly invoice and report	10/15/2021	COMPLETE	100%
Q2	NOV Meet with WDB Staff; monthly invoice and report	11/15/2021	COMPLETE	100%
Q2	NOV Q1 Report to the Executive Committee (Presentation)	11/18/2021	COMPLETE	100%
Q2	DEC Meet with WDB Staff; monthly invoice and report	12/15/2021	COMPLETE	100%

MCWDB One-Stop Operator RFP Q2 PY 21 Budget Snapshot



PY 2021 Maricopa County LWDA Needs Assessment Results

Focus Areas	Desired Future State	Current State	Identified Gap	Action Plan
<i>What are you focused on?</i>	<i>Where would you like to be?</i>	<i>Where are you now?</i>	<i>Difference between desired state and current state</i>	<i>Projects you will undertake to bridge gap</i>
Partnerships and Program Alignment <i>Strategic partnerships and program alignment across workforce, education, economic development, business, social services, and other key programs and systems.</i>	<i>The following approach to define the desired future state for each area of focus:</i> <ul style="list-style-type: none"> - Assess Maricopa's local plan's goals and strategies - Assess AZ's three-year 2020-2023 goals and strategies - Review Partner surveys, polls, session minutes, and technical support requests - Review of the federal's Advancing a One Workforce Vision and Strategy January of 2021 	<i>Will be assessed based on the OSO's current knowledge and Partner feedback over the months of January and February of 2022</i>		
One-Stop Center Service Design <i>Customer-centered and integrated service delivery through one-stop centers that provide high quality services to job seekers and businesses.</i>				
Youth Services Strategies <i>Service delivery strategies that emphasize work-based learning opportunities and build career pathways for youth.</i>				
Local Leadership and Governance <i>The critical role of strategic Local Boards in providing leadership and governance for the public workforce system</i>				
Training & Development <i>Training and development need in six areas: Eligibility Training Provider List (ETPL), Support Services, Online Sources, Additional WIOA Programs, Core WIOA Programs and Career Services.</i>				

TRAINING AND EMPLOYMENT NOTICE	NO. 13-20
	DATE January 4, 2021

TO: STATE WORKFORCE AGENCIES
STATE WORKFORCE LIAISONS
STATE WORKFORCE DEVELOPMENT BOARDS
LOCAL WORKFORCE DEVELOPMENT BOARDS
ALL AMERICAN JOB CENTER PROGRAMS

FROM: JOHN PALLASCH /s/
Assistant Secretary

SUBJECT: Advancing a *One Workforce* Vision and Strategy

1. **Purpose.** Promote adoption of a *One Workforce* strategy by State Workforce Agencies, State and Local Workforce Development Boards, American Job Centers (AJCs), and Workforce Innovation and Opportunity Act (WIOA) partner programs and stakeholders.
2. **Action Requested.** Share the *One Workforce* vision broadly with all workforce stakeholders and to promote its adoption.
3. **Summary and Background.**
 - a. Summary – The *One Workforce* approach, endorsed and recommended by multiple federal programs, fosters greater collaboration, integrated service delivery, shared data, and leveraged resources that leads to positive employment and training outcomes for customers. This notice provides details on the vision and suggestions for implementation.
 - b. Background – The Workforce Innovation and Opportunity Act (WIOA) serves as a key driver in the transformation of how workforce development programs working together can provide the best possible integrated service delivery. When enacted in 2014, the vision of WIOA was to redesign the workforce system to increase program collaboration at the federal, state, and local level to ultimately integrate all available programs and services to job seekers and businesses through American Job Centers. WIOA advanced this vision through major system changes such as aligned performance measures, greater opportunities for combined state planning, and further defining one-stop operations. While WIOA has greatly improved many aspects of the nation’s public workforce system, the true vision of WIOA—aligned and seamless service delivery—has not yet fully come to fruition. Many program funding and reporting requirements still vary across programs, which has led to continued fragmentation when it comes to front line services.¹ While states have incorporated more programs into state planning, it has not

¹ See Government and Accountability Office report 19-200 on 43 overlapping programs, available at <https://www.gao.gov/products/GAO-19-200>

significantly changed how services are delivered at the local level, where individual jobseekers are still not able to easily access services from multiple programs in one physical or virtual location and from one case manager. There are examples of innovative information technology (IT) system integration to improve access to customer information and inform decisions on how to best serve each individual, but that progress has been limited. As states and local areas undergo the various stages to re-open their economies and deliver workforce services that will fuel recovery and effectively address acute unemployment challenges due to COVID-19, the public workforce system has an opportunity to further advance the vision of *One Workforce System* – an aligned, flexible, and streamlined state and local-driven system of workforce development services and programs that bring all partners together with a shared goal of enhancing service delivery, leveraging all available resources to help job seekers overcome their barriers, and achieve economic self-sufficiency and mobility for American workers and businesses.

As states and local areas support economic recovery efforts, they must ensure that coordinated services are effectively matched to job seekers and employer customers' specific needs. This is critically important as the demand for these services increases and businesses continue to rebound from the economic downturn brought on by the pandemic. Currently, there are specific workforce development programs available for adults, youth, dislocated workers, persons with disabilities, trade-affected workers, Native Americans, justice-involved individuals, and veterans, and multiple programs that contribute to the economic stability of low-income populations. For instance, in FY 2019 Temporary Assistance for Needy Families (TANF) served over 700,000 work eligible adults in any given month, while the WIOA Adult program served 640,822 participants for the entire program year between 7/1/2018 and 6/30/2019.² Similarly, in FY 2019 SNAP served over 35 million individuals on average every month.³ The *One Workforce* vision of collaboration, cooperation and, ultimately, seamless integration across the spectrum of workforce development programs and services offered at the federal, state and local levels will be paramount as the strengthening of America's economy continues.

4. Program Guidance.

- a. Key Aspects of the One Workforce Vision:** The passage of WIOA offered an opportunity to modernize and establish a workforce system that is customer-centered: where the needs of businesses and workers drive workforce solutions; and where AJCs meet customers' needs in a holistic way that leverages the resources and expertise of all of the workforce system partners. Achieving these goals requires strong partnerships throughout and across the workforce, education, and social services systems at both the state and local levels. A crucial first step was the commitment of multiple Federal agencies including the Departments of Agriculture, Education, Health and Human Services, Housing and Urban Development, and Labor

² TANF Work Eligible Individual counts can be found in the FY 2019 Work Participation Rates tables at: <https://www.acf.hhs.gov/ofa/resource/work-participation-rates-fiscal-year-2019> while WIOA Annual Results can be found at <https://www.dol.gov/agencies/eta/performance/results/annual-results>.

³ SNAP data from SNAP National Level Annual Summary can be found at: <https://www.fns.usda.gov/pd/supplemental-nutrition-assistance-program-snap>

to work in a coordinated fashion to assist states in successfully navigating various program requirements and utilizing available federal resources – in response to participants’ needs.

A total of 32 states submitted Combined State Plans for Program Years 2020 – 2023. A combined plan goes above and beyond the required core WIOA programs to include other programs that support workforce development strategies and related services —such as Career and Technical Education programs authorized by the Carl D. Perkins Career and Technical Education Act, the Temporary Assistance to Needy Families program, and Supplemental Nutrition Assistance Program Education and Training—to create a more holistic and aligned service system for American workers and job creators. While both Unified and Combined WIOA State Plans can move the public workforce system towards the concept of *One Workforce*, expanding to coordinate with as many potential partners in ongoing strategic planning is ideal to achieve the goal of *One Workforce* and increase access to employment and related services for all Americans.

Working together, these partners can advance a shared *One Workforce* vision that encompasses the following key concepts of: 1) systemic collaboration of key workforce system partners to take a comprehensive approach to assessing and addressing customer needs and removing barriers to employment; 2) integrated service delivery that provides seamless and comprehensive services to customers; 3) shared data for effective decision making and enhanced data collection and analysis to support program operations; 4) leveraged resources across the programs; and ultimately: 5) improved employment and training outcomes through stronger connections between the training offered through the workforce system and the training needed by employers.

i. **Systemic Collaboration**

The one-stop delivery system envisioned in WIOA encourages states and local areas to bring together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to services and improves long-term employment outcomes for individuals receiving assistance. While one-stop partners administer separately funded programs, they must be delivered as a set of aligned streamlined services to customers.

The WIOA governance structures of state, regional, and local planning and AJC infrastructure along with the formal processes of required Memorandum of Understanding (MOU) and joint policies enable and enshrine the collaboration. While establishing these formal agreements and partnerships can prove challenging, they serve as critical mechanisms for moving toward the *One Workforce* delivery system. In fact, a shared vision can provide inspiration and motivation for partnerships to more easily form and flourish. Also, governors and local elected officials can make Workforce Board appointments with this objective in mind—to reflect the diversity of programs and customers – to align

service delivery in a cohesive way to achieve greater outcomes for employers and job seekers.

State and local leaders or practitioners are often knowledgeable about their programs and experts on the needs of different populations. At the heart of a *One Workforce* approach is that all of the partner programs acknowledge that they share common customers, many of whom are low income or face challenges to employment, as noted in Training and Employment Guidance Letter (TEGL) 7-20, *Effective Implementation of Priority of Service Provisions for Most in Need Individuals in the Workforce Innovation and Opportunity Act (WIOA) Adult Program*. It is vital for state and local Workforce Development Boards, AJCs, and partners to collaborate in the establishment of integrated systems that build on proven workforce system strategies for effectively connecting jobseekers with employers, training and education providers, and/or associated services that will allow them to retain or return to financial independence.

While workforce development programs may be designed or tailored toward the needs of a specific population or focused on a particular training strategy – such as work-based learning – workforce development programs share the same goals of providing a good job and economic mobility. Federal, state, and local leaders engaged with workforce programs must look for opportunities to align their systems toward meeting those common goals to achieve better, lasting outcomes for their customers.

ii. **Integrated Service Delivery**

WIOA has a clear vision for integrated service delivery. ETA initially laid out this vision in TEGL 19-14: *Vision for the Workforce System and Initial Implementation of WIOA*. Five years into implementing WIOA, state and local Workforce Boards now have the experience necessary to fully embrace this vision and articulate expectations for an integrated service delivery system through policy and planning.

Too often, job training services are siloed, disjointed, and do not work together in an efficient and coordinated manner, and program administration can become focused more on program requirements and services than the ultimate needs of the customer. To deliver integrated services, the workforce system partners must work to align and connect their operations and systems. Further, case managers must not feel constrained by the services available in one program, but must have the training and ability to offer customers the services they need from multiple programs. The system cannot afford siloed programs and funding that limit services to customers.

To move toward integrated service delivery, many state and local workforce development programs are establishing integrated intake systems – “no wrong door”/multiple entry points for customers with the understanding that all partners share responsibility for the customers and will match services to their needs. This

model assumes that all populations – youth, adults, veterans – will receive the necessary services regardless of where they enter the system, such as coming through the AJC (either virtually or in-person) or connecting with a partner program or agency. Designing these types of systems has implications for how workforce development staff working in AJCs and partner agencies are trained and deployed. A *One Workforce* approach supports an integrated workforce staff, so that any customer who walks into any AJC can be served seamlessly by any staff member. The front-line staff will need to understand industry needs and resources available in their area to provide customers with services tailored to their needs. To accomplish this, staff is cross-trained across funding streams and programs to deliver comprehensive services. An example of this described below applies to the Employment Service (ES), WIOA, the Trade Adjustment Assistance (TAA) programs. States and local workforce development boards may create processes and staffing models to deliver these combined services through one team. ETA published two rules earlier this year, one for ES and one for TAA, that both encourage each local area to cross-train staff to provide TAA, ES, and WIOA employment and case management services.

Co-enrollment is another important strategy to provide services to a customer that a specific program might not be able to fund themselves. Co-enrollment of an individual to provide an array of services across multiple funding streams and to share accountability for that individual. Such co-enrollment advances a *One Workforce* system approach that integrates multiple programs to holistically meet the needs of workers and businesses at any point in the economic cycle. Co-enrollment alone may not be sufficient for truly integrated service delivery. To deliver integrated services, jobseekers should receive the supports they need to enter and advance in employment, from the combination of programs and services that is most appropriate for their individual needs through braided funds. The case managers that help jobseekers should have access to information that helps them provide holistic services, e.g., they are aware of and can coordinate with other programs with which a jobseeker is already interacting through data sharing, integrated IT, shared case notes, and other communication methods.

Further, while these resources prove invaluable for many Americans, it is also important that federal and state programs provide quality services that are customized and targeted to match the needs of local employers with the skills of job seekers regardless of the program title that delivers those services. Beyond implementing a *One Workforce* strategy, State and Local Workforce Boards must also be responsive to employers' and customers' needs by providing increased integrated virtual, online, and off-site services. Local workforce areas should document the roles and responsibilities of each workforce partner for working with employers, particularly in one-stop partner program MOUs. Technical assistance on MOUs and aligning services is available at <https://ion.workforcegps.org/resources/2017/08/22/18/16/OneStops-and-AJCs-Other-Key-Resources>.

iii. **Data-Informed Services**

States and local areas can use data and evidence from evaluations to facilitate and inform a *One Workforce* approach to service delivery. A linchpin for integrated service delivery is sharing data across partners to foster greater connectivity across programs. States can establish data systems that allow for sharing of information where it benefits the customer, e.g., assessing customers, sharing case notes, tracking individuals' service and skill needs, providing follow-up services, and tracking employment outcomes. Many IT applications now have options to differentiate data fields for sharing, so states can continue to meet their obligations for protecting the privacy of sensitive data. Data systems that share information can reduce duplication, improve access to services, and reduce the burden on customers who no longer need to repeat themselves when interacting with different programs. The WIOA IT Support Center has published market scans of IT systems that provide a range of data integration functions (see Solutions Marketplace in www.naswa.org/witsc).

As they implement IT systems that support integrated service delivery, states and local areas have an opportunity to analyze individual or aggregated administrative data for program insights, such as whether TANF customers are able to access WIOA title I training and their resultant employment outcomes, or how many customers need the services of multiple programs, and whether there are unintended disparate impacts of services that are not equitably available by geography, race, or disability status. States and local areas can often use simple data tools to conduct basic analysis; ETA also provided tuition for states to learn more advanced data analytics skills and the use of the Administrative Data Research Facility. To maximize their productive use of data and support data analysis, states have leveraged the expertise and skills of State Labor Market Information offices, used in-house evaluators, and/or partnered with universities.

To support transformation to a *One Workforce* system, states and local areas can use data, evidence, and resulting analysis to better inform decisions and policy. For instance, states can review outcomes data for training providers through www.trainingproviderresults.gov coupled with the latest employer demands to determine which providers should remain on eligible training provider lists. Local areas can use data on who has accessed services to inform outreach strategies, and outcomes data to adjust service delivery. States and local areas can also assist workforce system customers and jobseekers to make data-informed career decisions by broadly sharing labor market information about what jobs are available, what skills are in demand, and what training is most likely to have strong employment outcomes.

iv. **Leveraged Resources**

Effectively leveraging resources is one of the hallmarks of an integrated *One Workforce* system. This requires leveraging and braiding an array of public and private financial and in-kind resources to ensure sufficient broad support to meet the service and training needs of all participants. Leveraged resources can come

from a variety of sources, including, but not limited to, businesses, industry associations, labor organizations, community-based organizations, education and training providers, and/or federal, state, and local government programs.

There are a myriad of training and support resources that the public workforce system can weave or braid together to fully meet the needs of individuals seeking services as no one program can address all of their needs. At a minimum, the public workforce system should be aware of other federally-funded workforce training resources from across government, including training funded by WIOA partner agencies, the Departments of Education and Health and Human Services, and employment supports funded by the Supplemental Nutrition Assistance Program (SNAP), as well as resources for job training and job support services from the Departments of Commerce, Defense, Housing and Urban Development, Transportation, and Veterans Affairs.⁴

v. **Outcomes for Business and Jobseeker Customers**

Central to the *One Workforce* vision is the focus on achieving improved outcomes for business and jobseeker customers. This vision not only focuses on measuring the actual outcomes, but on reflecting how well people are served by looking at the contributions of the partners in achieving positive outcomes for individuals. In addition, it is important to look at the broader context of economic mobility to determine whether these services are helping individuals achieve self-sustaining wages and employment. As stated in TEGL 10-16, section 116 of WIOA establishes performance accountability indicators and performance reporting requirements to assess the effectiveness of States and local areas in achieving positive outcomes for individuals served by the workforce development system's six core programs.⁵ These six core programs are the Adult, Dislocated Worker, and Youth programs, authorized under WIOA title I and administered by DOL; the Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II and administered by ED; the Employment Service program authorized under the Wagner-Peyser Act, as amended by WIOA title III and administered by DOL; and the Vocational Rehabilitation (VR) program authorized under title I of the Rehabilitation Act of 1973, as amended by WIOA title IV and administered by ED. WIOA provides a historic opportunity to align performance-related definitions, streamline performance indicators, integrate reporting, and ensure comparable data collection and reporting across all six of these core programs, while also implementing program-specific requirements related to data collection and reporting.

⁴ As a resource, the Department of Labor supports the development of the Braided Funding Toolkit to support state and college teams through the complex process of developing a comprehensive, sustainable funding model for integrated pathways. See http://application.jff.org/braided_funding_toolkit/

⁵ Also published as Program Memorandum 17-2 by the Department of Education's Office of Career, Technical, and Adult Education and as Technical Assistance Circular 17-01 by the Department of Education's Office of Special Education and Rehabilitative Services

To ensure there is not a disincentive to serve low-income individuals and individuals with multiple barriers to employment and to remove the incentive for local programs to “cream” by only serving those that are most likely to succeed, WIOA performance measures incorporate a statistical adjustment model to calculate WIOA outcomes. ETA recently released guidance on effectively prioritizing individuals who are most in need in TEGL 07-20: Effective Implementation of Priority of Service Provisions for Most in Need Individuals in the Workforce Innovation and Opportunity Act (WIOA) Adult Program. In addition to describing the priority of service requirements that apply to the WIOA Adult program, this guidance also provides a variety of strategies, opportunities for system alignment, and available resources for serving low-income individuals and individuals with multiple barriers to employment.

ETA is also working to provide greater transparency and accountability to allow customers to make more informed decisions about which training providers provide in-demand skills that match the customers’ skills. A major part of this effort comes in the form of ETA’s new eligible training provider outcomes website, www.trainingproviderresults.gov. Customers will be able to compare and contrast local training providers by cost, location, and outcomes. This transparency will allow workers to find quality job training while ensuring accountability.

- b. ***One Workforce in Action***: The following examples provide a glimpse into how state and local areas are already deploying a *One Workforce* strategy in administering their operations and systems across various funding streams and programs.
 - i. ***UI, RESEA, and WIOA***: The public workforce system is currently focused on re-employing those laid off due to COVID-19. The Unemployment Insurance (UI) program serves as one of the principal “gateways” to the public workforce system and is often the first workforce program accessed by individuals who need workforce services. However, rarely is one program or service ever sufficient to meet the varying needs a worker who has recently lost his or her job may have. WIOA emphasizes integrating services to better serve workforce customers. All workforce system partners have a shared responsibility to facilitate the reemployment of these individuals, with each partner program contributing services to individuals that meet its criteria. As states work to reopen their state and local economies by providing expanded virtual services or returning to in-person service delivery where possible, states are strongly encouraged to integrate workforce programs, especially those that directly address the reemployment needs of UI claimants, such as the Reemployment Services and Eligibility Assessment (RESEA) Program to help UI claimants return to work faster, into their reopening strategies. In broad terms, integration of these programs should result in UI claimants having full access to the complete range of services offered by the state’s public workforce system. Specific efforts to support this integration may include but are not limited to: integrating data systems; co-enrollment of UI claimants across programs serving dislocated workers; streamlining case

management, intake and assessment; delivering select reemployment services modules online; and ensuring the timely provision of needed job search or training services that reflect the current labor market conditions. Additional information and specific strategies for integrating UI and WIOA programs is provided in Unemployment Insurance Program Letter (UIPL) 14-18: *Unemployment Insurance and the Workforce Innovation and Opportunity Act*.

- ii. ***TAA and WIOA connections:*** With the staffing flexibilities provided in 20 CFR 618.690, ETA envisions states posting jobs (or soliciting contracts) for staff to be cross-trained in ES, WIOA, and TAA programs. States and local workforce development boards may issue contracts for combined services. ETA encourages each local area to cross-train staff to provide TAA, ES, and/or WIOA employment and case management services. There is no longer a need for local staff providing WIOA, state staff providing ES, and separate state staff providing TAA. This model would give states maximum flexibility to plan for changes in workload and shift as workload changes. For example, if a state or local area suffers a major dislocation, they have the utmost ability to react, absorb, and address worker needs. One hundred cross-trained staff are far more nimble and effective than 33 TAA staff, 33 ES staff, and 34 WIOA staff, and represents a model of integrated case management.
- iii. ***Expanding Apprenticeships:*** To ensure that job seekers have access to work and learn opportunities through apprenticeships, ETA is advancing a strategic framework for achieving broad apprenticeship expansion through partnerships that support *One Workforce System* building; strategic investments to help Americans obtain relevant skills and high paying jobs by modernizing Registered Apprenticeship Programs (RAP); and the recently launched Industry-Recognized Apprenticeship Programs (IRAP). ETA's vision for a *One Workforce System* includes greater integration of RAPs and IRAPs within the WIOA delivery system. Current WIOA reporting shows that just over 4,900 apprentices have been served nationwide in the last year. There is a great opportunity for WIOA to incentivize greater adoption of apprenticeship as a partnership broker. Activities can include but are not limited to: 1) Boards that become sponsors of apprenticeship; 2) AJCs that ensure business service representatives are adequately educated to speak to employers and job seekers about apprenticeship opportunities in their area; 3) the cross training of business service representatives with State Apprenticeship staff and Apprenticeship Training Representatives; 4) WIOA funds that support participants in the OJT portion of their apprenticeship, Related Technical Instruction (i.e., classroom training), and supportive services; and 5) Boards that act as strategic leaders and guiding and leverage other apprenticeship investments to reduce duplication of efforts and optimize results (e.g., state apprentices expansion grants; youth apprenticeship grants; and H-1B-funded apprenticeship grants)..
- iv. ***TANF, SNAP, and WIOA connections:*** The TANF program is a required partner in AJCs, and in addition to cash assistance, can provide multiple supports for the

priority populations in the WIOA Adult program. SNAP offers nutrition assistance to millions of eligible, low-income individuals and families while providing economic benefits to communities, and also can provide support to recipients to enter and stay in employment. Within the SNAP program, the SNAP Employment & Training (E&T) program assists SNAP participants in gaining skills, training, work, or experience that will increase their ability to obtain regular employment. By closely partnering with the TANF and SNAP E&T programs, the workforce system can help TANF, SNAP, and WIOA participants obtain the skills they need to achieve self-sufficiency. State and local areas have the opportunity to align and leverage these combined program resources towards the common objective of helping millions of low-income Americans enter and advance in stable employment. Together, these programs can engage unemployed individuals to shorten durations of unemployment and reduce disconnections from the workforce that make it harder for individuals to return; connect those who were not participating in the labor force prior to the pandemic through a comprehensive and coordinated public and private effort; and maximize the effectiveness of these efforts in a post-COVID-19 economic recovery to help more families experience the benefits of work.

- v. ***Alignment of workforce programs in a single state cabinet or department.*** Several states have structured their workforce services at the cabinet level to integrate workforce with economic development or other human services. The State of Utah provides a robust example as Utah became the first state in 1997 to consolidate the administration of 36 employment, job training, and public assistance programs from five agencies under one cabinet agency – the Utah Department of Workforce Services (DWS). This streamlined set of services enables customers’ easy access to a wide array of services at any of the “one-stop” employment centers statewide. Today, DWS also uses an integrated case management system where WIOA partners and state programs share information across programs. Through an application interface, the DWS system can share employment plans, milestones, counselor notes, and customer information between all WIOA programs and TANF, VR, Corrections, Juvenile Justice, and Child and Family Services. Other states have brought WIOA core partners together in a single agency, while other states have focused on aligning human services and workforce programs together. While state organizational decisions are always the purview of governors, states that align programs within an agency have been able to efficiently plan, deliver, monitor, and evaluate multiple programs to the benefit of the ultimate jobseeker customers. ETA Regional Administrators stand ready to assist any state examining options, preparing for, or implementing realignments.

- vi. ***Innovative Use of Funding:*** As ETA makes grant awards through its discretionary funding, we are requiring grant recipients to connect and align those funds with the broader workforce system, such as through our most recent H-1B funded *One-Workforce* Grant program. ETA is also providing greater flexibility

for state and local areas to use its funding in innovative ways through Pay for Performance or the Performance for Partnership (P3) pilots. Examples include:

- **H-1B One Workforce Grants.** These grants will build proof of concepts of innovative training models that can be replicated by the broader workforce system. Applicants must build support for a common vision for responding to the workforce challenges within their state and economic regions, ensuring that their projects complement and leverage, but do not duplicate, existing programs. By forging public-private partnerships—H-1B *One Workforce* Partnerships—applicants will bring together industry and employers, education and training providers, the workforce system, state and local government, and other entities that will work collaboratively to align resources in response to employer demand and to offer novel education and job training solutions that generate positive outcomes and results.
- **Pay for Performance (PFP).** PFP contracting strategies seek to maximize the likelihood that the government pays only for demonstrably effective services, and also seeks to secure performance outcomes at a lower cost than might otherwise occur. WIOA introduced PFP contract strategies as an optional activity for certain services allowable under WIOA title I, subtitle B Adult, Dislocated Worker, and Youth programs. PFP presents an opportunity to only pay for outcomes achieved rather than for services that may or may not result in positive outcomes. Such an approach can remove unintended incentives for “creaming,” and explicitly direct payments towards employment success for disadvantaged populations. ETA published guidance on PFP on December 7, 2020, as TEGL 8-20, *Pay for Performance (PFP) Guidance for WIOA title I, subtitle B.*
- **Performance Partnership Pilots (P3) for Disconnected Youth** offer a unique opportunity to test innovative, cost-effective, and outcome-focused strategies for improving results for disconnected youth. The Consolidated Appropriations Act of 2014 first provided authority for the Departments of Labor, Health and Human Services, and Education, as well as the Corporation for National and Community Service, the Institute of Museum and Library Sciences, and related agencies to establish up to 10 Performance Partnership pilots, which continue to allow states, localities, regions, or federally-recognized Tribes to propose pooling a portion of discretionary funds they receive under multiple federal streams while measuring and tracking specific cross-program outcomes. In order to more effectively serve disconnected youth, pilot sites may blend discretionary funds—formula and competitive grants—from the specified federal agencies into one “pot” that is governed by a single set of reporting and other requirements. To establish the most effective and appropriate set of requirements for each pilot, federal agencies may waive requirements associated with individual programs contributing funds.

This model for pooling funds and obtaining waivers of requirements that impede effective service delivery, combined with strengthened accountability for results, is designed to ease administrative burden and promote better education, employment, and other key outcomes for youth.

In summary, while the workforce system has already made strides toward integrated service delivery, federal, state, and local partners have greater impetus to fully adopt and implement a *One Workforce* System vision and approach. The advantages of increased customer satisfaction and outcomes combined with stretching the reach and efficacy of the funding far exceeds the costs of duplication and inefficiencies of operating in silos.

5. **Inquiries.** Please direct questions and requests for technical assistance to the appropriate ETA regional office. Contact information on ETA's webpage: <https://www.dol.gov/agencies/eta/regions>. ETA staff are available to share promising practices and assistance with implementing a *One Workforce* approach.

6. **References.**
 - a. WIOA, Public Law No. 113-128, enacted July 22, 2014, available at <https://www.govinfo.gov/content/pkg/PLAW-113publ128/pdf/PLAW-113publ128.pdf>;
 - b. Workforce Innovation and Opportunity Act; Final Rule (WIOA DOL Final Rule) published at 81 FR 56071 (August 19, 2016), specifically 20 C.F.R. parts 680 and 687;
 - c. ETA TEGLs and TENs (Training and Employment Notices)
 - i. TEGL 19-14: *Vision for the Workforce System and Initial Implementation of WIOA*;
 - ii. TEGL 10-16, Change 1, *Performance Accountability Guidance for Workforce Innovation and Opportunity Act (WIOA) Title I, Title II, Title III and Title IV Core Programs*, August 23, 2017 (https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=3255);
 - iii. TEN 8-16, *Implementation of an Integrated Performance Reporting System for Multiple Employment and Training Administration (ETA) and Veterans' Employment and Training Service (VETS) Administered Programs*;
 - iv. TEGL 07-20, *Effective Implementation of Priority of Service Provisions for Most in Need Individuals in the Workforce Innovation and Opportunity Act (WIOA) Adult Program*;
 - v. TEGL 8-20 *Pay for Performance (PFP) Guidance for WIOA title I, subtitle B; and*
 - vi. *TEN 9-20 Availability of Training Provider Results Website.*
 - d. UIPL 14-18, *Unemployment Insurance and the Workforce Innovation and Opportunity Act.*

7. **Attachments.** Not Applicable



Information/Discussion/Possible Action.

Fiscal Reports



Maricopa County FY2022 WIOA (BTA) Budget to Actuals

JANUARY 20, 2021

WIOA FISCAL AGENT-NICOLE FORBES

FY22 WIOA Budget to Actual

Title 1 B Approved Budget \$22,057,750

- In FY22 at minimum \$15,757,336 must be Expended By June 30, 2022

49% Expended as of December 31, 2021

Service Provider(WDD) = \$21,210,273

Expended YTD as of December 31, 2021

\$ 8,986,564

WDB Approved Budget= \$ 922,847

Expended YTD as of December 31, 2021

\$ 284,381

WIOA Funding by Fiscal Year

County FY2022				
	FY22 Budget	YTD FY21 AS OF 12/31/2021	Balance Remaining	% Spent YTD
ADULT	14,546,975	5,628,950	8,918,025	39%
DISLOCATED WORKER	1,033,252	628,655	404,597	61%
YOUTH	6,477,523	3,013,340	3,464,183	47%
Total	22,057,750	9,270,945	12,786,805	42%



QUESTIONS?

Contact Information:
Nicole.Forbes@Maricopa.gov

THANK YOU FOR YOUR TIME.



**WORKFORCE DEVELOPMENT BOARD
BUDGET FY 2022
YTD DEC 2021
UNIT 2250**

WDB-FY22	BUDGET	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	13th close out	YTD EXPENDED	FORECAST	BALANCE	YTD % EXPENDED
TOTAL COSTS	922,847	11,314	56,145	54,175	38,620	48,939	75,187	51,332	41,283	44,235	42,575	43,574	43,574	244,099	284,381	794,181	115,666	31%
Fund - 222	BUDGET	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	13th close out	YTD EXPENDED	FORECAST	BALANCE	YTD % EXPENDED
PERSONNEL																		
REGULAR SALARIES	329,090	7,443	40,114	23,852	11,926	21,683	22,388	23,923	23,252	25,265	24,133	24,814	24,814		127,405	273,607	55,483	39%
TOTAL PERSONNEL	329,090	7,443	40,114	23,852	11,926	21,683	22,388	23,923	23,252	25,265	24,133	24,814	24,814	-	127,405	273,607	55,483	39%
FRINGE BENEFITS																		
TAXES	25,175	558	3,011	1,986	898	1,834	1,685	1,830	1,779	1,933	1,846	1,898	1,898		9,972	21,157	4,019	40%
RETIREMENT	40,840	930	4,978	2,960	1,480	2,643	2,778	2,969	2,886	3,135	2,995	3,079	3,079		15,769	33,913	6,927	39%
MEDICAL	61,344	2,272	6,816	4,544	4,544	2,272	4,544	4,544	5,680	5,680	5,680	5,680	5,680		24,992	57,936	3,408	41%
UNEMPLOYMENT & WORKERS' COMP	2,234	-	372	-	186	-	-	558	186	186	186	186	186		559	2,048	186	25%
TUITION REIMBURSEMENT	5,250	-	-	-	-	-	-	-	-	-	-	-	-		-	-	5,250	0%
TOTAL FRINGE BENEFITS	134,843	3,760	15,178	9,490	7,108	6,749	9,008	9,901	10,531	10,934	10,707	10,844	10,844	-	51,292	115,053	19,790	38%
INDIRECT COSTS																		
INDIRECT COSTS	101,828	-	-	14,762	11,586	-	-	17,507	7,500	8,036	7,735	7,916	7,916		26,348	82,958	18,870	26%
TOTAL INDIRECT COSTS	101,828	-	-	14,762	11,586	-	-	17,507	7,500	8,036	7,735	7,916	7,916	-	26,348	82,958	18,870	26%
TRAVEL & TRAINING																		
TRAVEL	24,000	-	-	-	-	-	-	-	-	-	-	-	-	24,000	-	24,000	-	0%
TOTAL TRAVEL & TRAINING	24,000	-	-	-	-	-	-	-	-	-	-	-	-	24,000	-	24,000	-	0%
SUPPLIES																		
OFFICE SUPPLIES	4,500	-	-	464	(15)	20									469	469	4,031	10%
FOOD	1,000																	
NON CAPITOL EQUIPMENT	20,500	-	-	-	4,269	12,748									17,017	17,017	3,483	83%
POSTAGE	50	-	-	-	-	-									-	-	50	0%
TOTAL SUPPLIES	26,050	-	-	464	4,254	12,768	-	-	-	-	-	-	-	-	17,486	17,486	7,564	67%
CONTRACTUAL																		
ONE STOP OPERATOR	197,036	-	-	3,395	-	7,739	43,791							142,111	54,925	197,036	-	28%
CONSULTANT	90,000	-	-	-	-	-	-							77,988	-	77,988	12,012	0%
TOTAL CONTRACTUAL	287,036	-	-	3,395	-	7,739	43,791	-	-	-	-	-	-	220,099	54,925	275,024	12,012	19%
OPERATING SERVICES																		
ASSOCIATION/MEMBERSHIPS	8,000	-	600	2,214	3,240										6,054	6,054	1,946	0%
MARKETING	2,000														-	-		
LABOR MARKET	1,000	-	-	-	-										-	-		0%
PRINTING (COPIER)	6,000	-	-	-	-										-	-	6,000	0%
CELL PHONES/LAND LINES	3,000	111	253	-	506										870	870	2,130	29%
TOTAL OPERATING SERVICES	20,000	111	853	2,214	3,746	-	-	-	-	-	-	-	-	-	6,925	6,054	1,946	35%
TOTAL COSTS	922,847	11,314	56,145	54,175	38,620	48,939	75,187	51,332	41,283	44,235	42,575	43,574	43,574	244,099	284,381	794,181	115,666	31%



Information/Discussion/Possible Action.

BFY22 Fiscal Monitoring – WIOA Title 1B Program

WIOA Fiscal Monitoring Results

Fiscal Area of Review

- Internal Controls
 - General operation procedures
 - Cash receipts and disbursements
 - Cash Management
 - Accrued expenditures
- Test period Oct 2020-Mar 2021
 - General Ledger samples- pulled 92 expenditure transactions
 - Cash Draw Downs- 2 Monthly billing reports
 - 12 Contracts/Agreements, including OSO
 - Selected employee timesheets, including WEX participants
 - Equipment Inventory- all items purchased over 2,000



DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

Douglas A. Ducey
Governor

Michael Wisehart
Director

December 22, 2021

Nicole Forbes, Finance and Budget Manager
Maricopa County, Human Services Division
Workforce Development Division
234 N. Central Ave, 3rd Floor
Phoenix, AZ 85004

Dear Ms. Forbes,

A fiscal review of the Workforce Innovation and Opportunity Act (WIOA), Title 1B program was conducted November 8-9, 2021. The periods selected for our testing were the periods of October 1, 2020 through March 31, 2021. The purpose of this review was to determine compliance with WIOA Title 1B regulations and procedures, Department of Labor (DOL) guidelines and State policies.

The review covered the areas of internal controls, general operation procedures, cash receipts and disbursements, accrued expenditures, program income, cash management, and miscellaneous items as outlined in the Fiscal Monitoring Guide. Documents reviewed within these general categories included disbursements journals, payroll journals, paid expense invoices, receipts journals, and payroll time sheets.

An additional review of Maricopa County Workforce Development Board (MCWDB) oversight of the fiscal agent, Maricopa County Human Services Department, occurred. The review covered the areas of annual budget presentation and approval, regular budget update presentations, and review of the authorization for the fiscal agent to procure contracts.

Monitoring of Subrecipients and One-Stop Operator

The One-Stop Operator (OSO) is considered a sub-recipient per DOL Training and Guidance Letter (TEGL) 15-16 and are required to follow the Uniform Guidance. All sub-recipients are required to be monitored to ensure their compliance with the Uniform Guidance and WIOA Title 1B regulations. The OSO was last monitored in May 2021 with no findings nor observations.

It was confirmed by Maricopa County that there is not a subrecipient relationship with their service providers.

Single Audit Report (SAR) Status

The Maricopa County SAR for Fiscal Year Ending June 30, 2020 has been received by the Department of Economic Security and has been reviewed.

Current WIOA Fiscal Review

DEFINITIONS:

Findings = Denotes non-compliance with the laws, regulations, grant agreements and applicable OMB Cost Principle Circulars, Uniform Administrative Requirements, ETA Directives and State policies such that the issue requires immediate attention and corrective action.

Repeat Finding = Denotes that the finding is similar or essentially the same as a finding which appears in a previous comprehensive monitoring report, including unresolved findings from that report.

Observation = May be a concern, weakness or flaw in administrative or management practices and/or performance expectations which, at the time of the review, did not rise to the level of a finding. In many cases an observation, if left unaddressed, could result in performance or compliance problems and/or findings in the future.

Monitoring Visit Evaluations

WIOA Title IB related expenditures, journal entries and supporting documentation were reviewed. Timesheets for WEX employees were reviewed. Adequate documentation was provided.

Adequate documentation was provided to indicate that the MCWDB approves the annual WIOA Title I budget and is kept periodically updated on the expenditures under the various budget categories.

Findings

No findings noted.

Observations

No observations noted.

Your continued cooperation in developing quality programs for WIOA Title IB participants is greatly appreciated. We extend our appreciation to you for providing all supporting documentation and assisting with all aspects of this monitoring.

With no findings nor observations noted, the fiscal monitor for BFY22 is considered closed.

For questions, concerns, or comments concerning this letter, please contact Hunter Griffin at HGriffin@azdes.gov.

Sincerely,

Maha Madhanakumar

Maha Madhanakumar
Financial Manager
DERS – FBOA
Department of Economic Security

cc: Steve Clark, Executive Director MCWDB
Nancy Avina, MCWDB Management Analyst



Information/Discussion/Possible Action.

MCWDB Staff Reorganization Progress Report

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD STAFF REORGANIZATION

January 2022

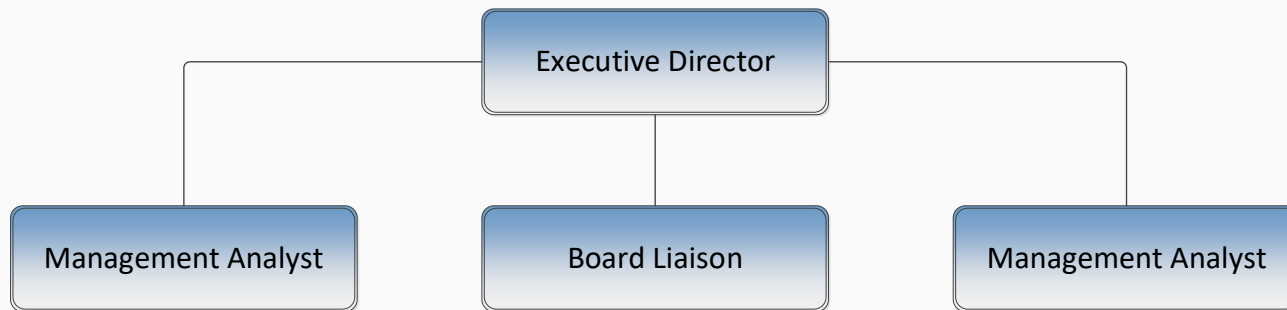
Reorganizational Process

- Addressing workforce needs in our in-demand industries
 - Planning strategic areas of focus (ongoing)
 - Systemic organizational changes (short and long-term)
 - Appropriate timeline for integration of changes
 - Healthcare Careers Pathway Strategist-Nov. 2021
 - In-Demand Careers Pathway Strategist-January 2022

Maricopa County In-Demand Industries

- Construction
- Transportation and Warehousing
- Information Technology
- Healthcare and Social Assistance
- Finance and Insurance
- Manufacturing

Current Structure



Proposed New Job Description

In-Demand Careers Pathway Strategist Overview

- Address labor shortages in the in-demand areas of Transportation and Warehousing, Finance and Insurance, Information Technology, in Maricopa County
- Convene public and private agencies to identify barriers
- Identify existing local efforts in career pathways and determine ways to maximize those relationships
- Assess each in-demand industry need
- Develop a comprehensive strategy to meet industry demands
- Facilitate a stakeholder group to reverse current and future labor shortages

Proposed New Job Description

• **In-Demand Careers Pathway Strategist Qualifications**

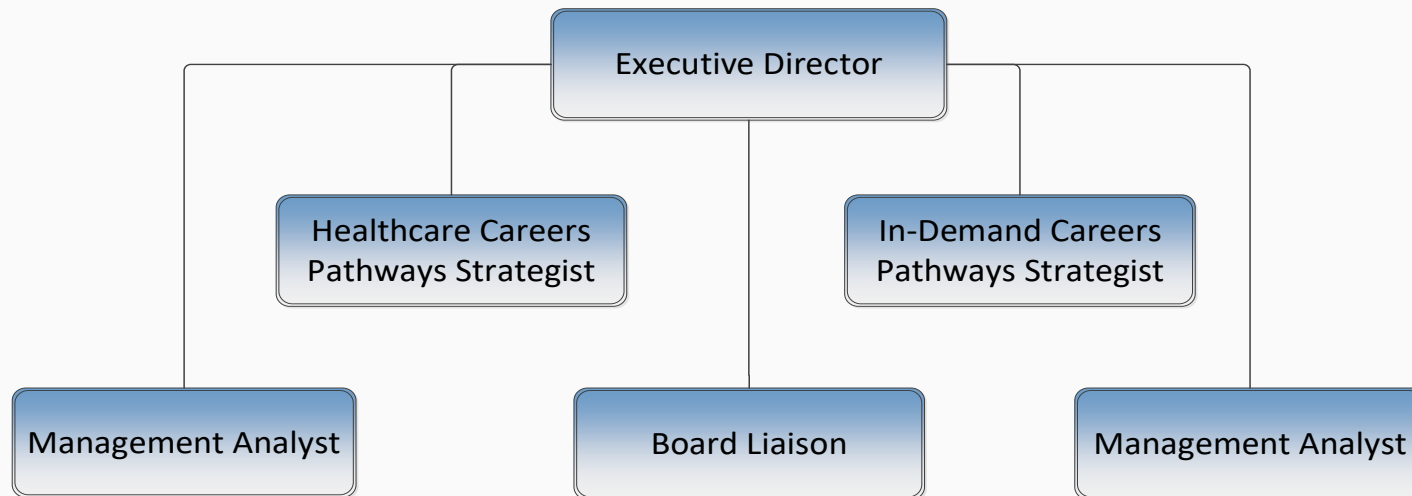
Required:

- Background in building relationships
- Experience in a strategic level environment

Preferred:

- Experience facilitating and convening stakeholder groups
- Experience/knowledge in creating career pathways
- Experience navigating government entities

Proposed Structure



Maricopa County In-Demand Industries (Areas of Responsibility)

Executive Director

- Construction & Manufacturing

In-Demand Strategist

- Transportation and Warehousing
- Information Technology
- Finance and Insurance

Healthcare Strategist

- Healthcare & Social Assistance

Timeline

January 2022:

- Potential Internal Transfer
- FY 22 Budget Amendment
- FY 23 Budget Proposal
- Onboarding

Discussion? Questions?





Information/Discussion/Possible Action.

MCWDB FY22 Budget Amendment

MCWDB FY22 Budget Amendment #2 Recommendation

WDB-FY23	APPROVED FY22 BUDGET AMENDMENT 1	RECOMMENDED FY22 BUDGET AMENDMENT 2	JUSTIFICATION
TOTAL COSTS	847,477	1,006,980	
Fund - 222 Budget			
PERSONNEL			
REGULAR SALARIES	285,090	373,090	Two Additional Positions half budgeted Salary costs Jan-Jun 2022 \$88k
TOTAL PERSONNEL	285,090	373,090	
FRINGE BENEFITS			
TAXES	21,809	28,541	Two Additional Positions half budgeted Taxes costs Jan-Jun 2022
RETIREMENT	35,380	46,300	Two Additional Positions half budgeted Retirement costs Jan-Jun 2022
MEDICAL	54,528	68,160	Two Additional Positions half budgeted Medical costs Jan-Jun 2022
UNEMPLOYMENT & WORKERS' COMP	2,234	2,234	
TUITION REIMBURSEMENT	5,250	5,250	
TOTAL FRINGE BENEFITS	119,201	150,486	
INDIRECT COSTS			
INDIRECT COSTS	86,100	115,068	Two Additional Positions half budgeted IDC costs Jan-Jun 2022
TOTAL INDIRECT COSTS	86,100	115,068	
TRAVEL & TRAINING			
TRAVEL	24,000	30,000	
TOTAL TRAVEL & TRAINING	24,000	30,000	
SUPPLIES			
OFFICE SUPPLIES	4,500	4,500	
FOOD SUPPLIES	1,000	1,000	
EQUIPMENT	20,500	25,500	Two Computers for additional staff
POSTAGE	50	50	
TOTAL SUPPLIES	26,050	31,050	
CONTRACTUAL			
ONE STOP OPERATOR	197,036	197,036	
CONSULTANT	90,000	90,000	
TOTAL CONTRACTUAL	287,036	287,036	
OPERATING SERVICES			
ASSOCIATION/MEMBERSHIPS	8,000	8,000	
MARKETING	2,000	2,000	
LABOR MARKET	1,000	1,000	
PRINTING (COPIER)	6,000	6,000	
CELL PHONES	3,000	3,250	Additional Staff
TOTAL OPERATING SERVICES	20,000	20,250	
TOTAL COSTS	847,477	1,006,980	



Information/Discussion/Possible Action.

MCWDB FY23 Budget Recommendation

MCWDB FY23 Budget Recommendation

WDB-FY23	ORIGINAL FY23 BUDGET	UPDATED FY23 BUDGET	JUSTIFICATION
TOTAL COSTS	822,901	1,118,532	
Fund - 222 Budget			
PERSONNEL			
REGULAR SALARIES	301,600	477,600	Increase Two Additional Positions budgeted Salary costs \$176K
TOTAL PERSONNEL	301,600	477,600	
FRINGE BENEFITS			
TAXES	23,072	36,536	Increase Two Additional Positions TAXES
RETIREMENT	37,429	58,124	Decrease retirement from 12.41% to 12.17% , Increase Two Additional Positions Retirement
MEDICAL	54,528	81,792	Increase Two Additional Positions Medical
UNEMPLOYMENT & WORKERS' COMP	2,234	2,234	
TUITION REIMBURSEMENT	10,500	10,500	
TOTAL FRINGE BENEFITS	127,763	189,186	
INDIRECT COSTS			
INDIRECT COSTS	92,988	145,696	Increase Two Additional Positions
TOTAL INDIRECT COSTS	92,988	145,696	
TRAVEL & TRAINING			
TRAVEL	30,000	35,000	
TOTAL TRAVEL & TRAINING	30,000	35,000	
SUPPLIES			
OFFICE SUPPLIES	4,500	4,500	
FOOD SUPPLIES	1,000	1,000	
EQUIPMENT	5,000	5,000	
POSTAGE	50	50	
TOTAL SUPPLIES	10,550	10,550	
CONTRACTUAL			
ONE STOP OPERATOR	200,000	200,000	
CONSULTANT	40,000	40,000	
TOTAL CONTRACTUAL	240,000	240,000	
OPERATING SERVICES			
ASSOCIATION/MEMBERSHIPS	8,000	8,000	
MARKETING	2,000	2,000	
LABOR MARKET	1,000	1,000	
PRINTING (COPIER)	6,000	6,000	
CELL PHONES	3,000	3,500	Additional Staff
TOTAL OPERATING SERVICES	20,000	20,500	
TOTAL COSTS	822,901	1,118,532	



Information/Discussion/Possible Action.

MCWDB FY2021-2022 Committee Roster Update

Maricopa County Workforce Development Board

2021-2022 Committee Rosters

General

- A. All committees established under the MCWDB shall comply with the bylaws.
- B. The Chair of any Standing Committee shall be appointed by the Chair of the MCWDB for a term coinciding with the MCWDB Chair's term.
- C. All actions of MCWDB Standing Committees and other ad-hoc committees are advisory to the MCWDB.
- D. Chairs of Standing Committees, in consultation with the MCWDB Chair, shall prepare the agenda for Standing Committee meetings.
- E. Members who are designated as a One-Stop Career Center Operator shall not serve on any Standing Committee that deals with the oversight of the Job Center or One-Stop system or allocation of resources that would potentially be allocated to that member's program or might otherwise be the basis of a conflict of interest as outlined in these bylaws.
- F. Resignations of committee members are effective when accepted by the MCWDB Chair.

Executive Committee

- A. The Executive Committee shall be comprised of the following Board members: Chair, Vice Chair, Second Vice Chair, Youth Committee Chair, the Chair of any other Standing Committee, and up to two other MCWDB members appointed at the discretion of the MCWDB Chair.
- B. If the Immediate Past Chair position is filled, this position shall also be on the Executive Committee.
- C. The Executive Committee shall always be comprised of an odd number of members
- D. The MCWDB Chair shall serve as Chair of the Executive Committee.
- E. Responsibilities of the Executive Committee shall include:
 - 1. Report on all action taken by the committee at regularly scheduled MCWDB meetings;
 - i. Emergency actions and all other actions taken by the Executive Committee without the prior approval of the full MCWDB are conditional and subject to either ratification or rescission by the full MCWDB at its subsequent meeting.
 - 2. In consultation with BOS assigned staff, make recommendations for membership to the Youth Committee, Standing Committees, and other committees in compliance with membership requirements as outlined in the WIOA;

3. Determine responsibilities of all Standing Committees and other ad-hoc committees and review work plans of such bodies; and
4. Perform other duties as the MCWDB may deem necessary.

Executive Committee Members

Matt McGuire, MCWDB Chair

Bonnie Schirato, MCWDB Vice Chair

Shawn Hutchinson, MCWDB Second Vice Chair

Erik Cole, Youth Committee Chair

Loren Granger, WDB Chair appointee

Youth Committee (Standing Committee)

- A. The Youth Committee shall be a WDB Standing Committee comprised of a minimum of five (5) members appointed by the WDB.
- B. Responsibilities of the Youth Committee may include, but not be limited to the following:
 1. Identify eligible providers of youth workforce development activities by:
 - i Exercising the option described in CFR 681.400 to have the grant recipient provide directly some or all of the youth workforce investment activities; and/or
 - ii Choosing to competitively award grants or contracts to youth service providers to carry out some or all of the youth workforce investment activities;
 2. Inform, assist, and make recommendations to the Executive Committee and the full MCWDB in developing and overseeing a comprehensive youth program, including disconnected youth;
 3. Foster integration and collaboration of youth activities in the local workforce development area;
 4. Recommend system enhancements to ensure a broad range of services and opportunities for youth, including disconnected youth;
 5. Recommend ways to leverage resources and coordinate services among schools, public programs, and community-based organizations serving youth; and
 6. Provide leadership and support for continuous quality improvement efforts for youth services programs.
- C. The term of each Youth Committee member shall coincide with the term of the MCWDB Chair.

Youth Committee Members

Erik Cole, Committee Chair

Jason Walker

Marcia Veidmark

Tina Drews

Stan Chavira

Sherie Steele

Other Ad-Hoc Committees

- A. The MCWDB may from time to time establish other ad-hoc committees to assist the MCWDB in carrying out its duties or current work.
- B. Ad-hoc committees may include individual(s) who are not appointed to the MCWDB so long as the MCWDB Chair determines the individual(s) has expertise in the topic/task of such body.
- C. All members of other ad-hoc committees shall be appointed by the MCWDB Chair in consultation with the Executive Committee and BOS assigned staff.

Employer Connection Committee Members (Ad-Hoc)

Leah Hill, Committee Chair

Collin Stewart

Matt Clark

Ismial Rangel

Subhash Chandra

Marketing & Outreach Committee Members (Ad-Hoc)

Gregg Ghelfi – Committee Chair

Melissa Boydston, Valley of the Sun United Way

Brent Downs

Christine Colon

Scott Sudhalter



Information/Discussion Only.

Labor Market Projections Presentation

Maricopa County Local Workforce Development Board

2021 Labor Market Information

Kevin Dumcum

Business Services Team Supervisor

ARIZONA@WORK Maricopa County

January 20, 2022

Outline

- Current Labor Trends
- Employment Projections: Industry
- Employment Projections: Occupation
- Questions

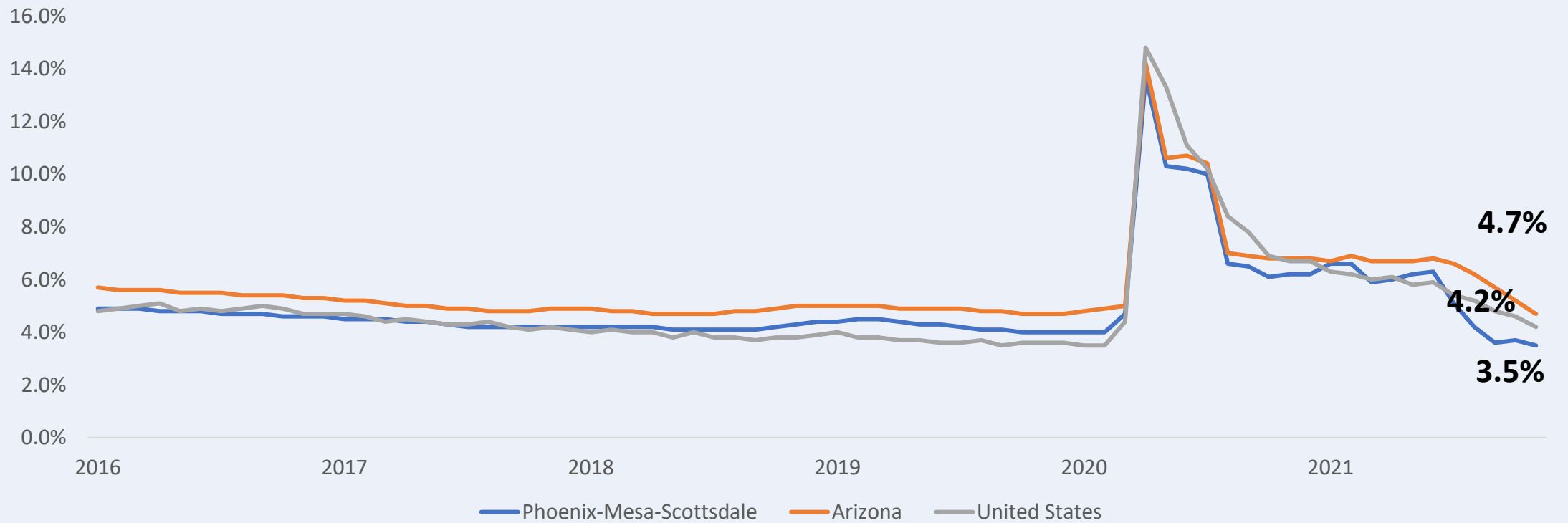
Current Labor Trends

Unemployment Rate

- The local area unemployment rate (3.2%; November) is at its lowest level on record.
- The Arizona unemployment rate (4.7%; November) matches the lowest level immediately pre-Pandemic, and is trending lower.
- The Phoenix MSA employs 72,605 more workers (Civilian Labor Force) November 2021 than it did in February 2020.
 - Across the State, only Tucson (-4,562 workers) has yet to match its pre-Pandemic employment number.

Unemployment Rate

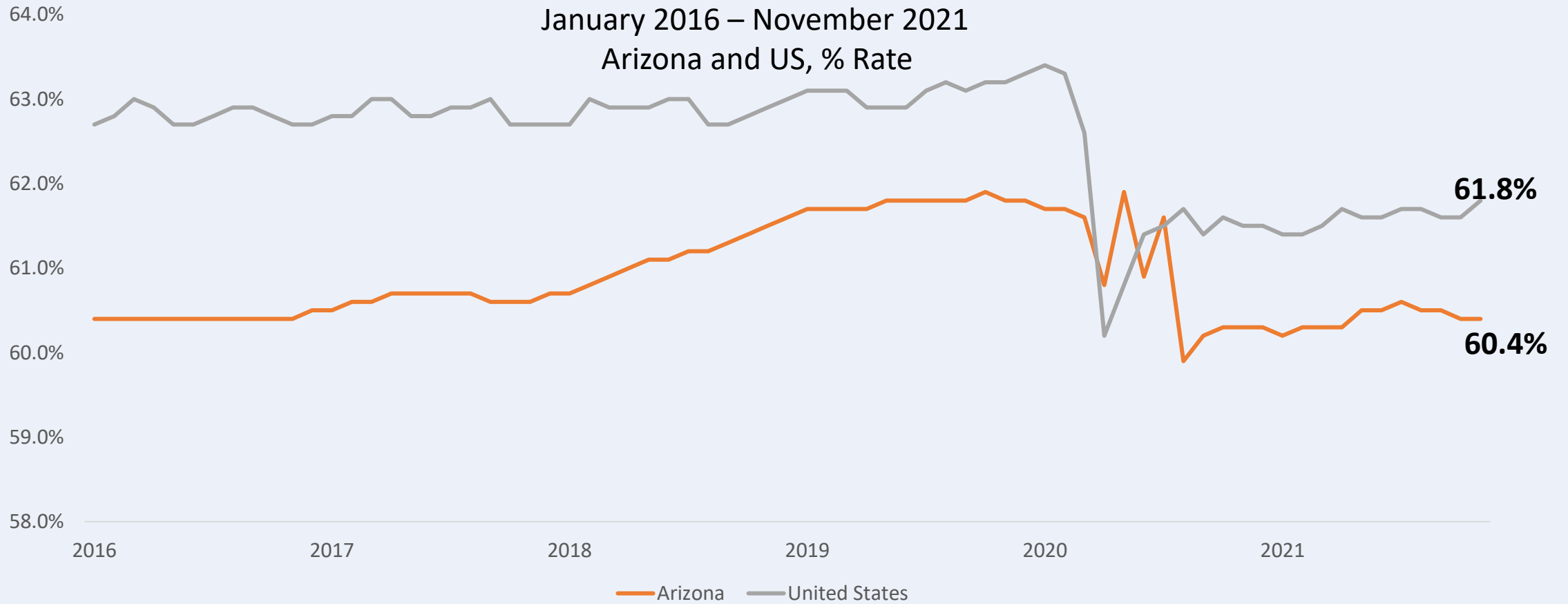
January 2016 – November 2021
Phoenix, Arizona, and US, % Rate



Labor Force Participation Rate

- The LFPR for Arizona has been among the lowest in the nation.
- In the months prior to the Pandemic, the gap between Arizona and the US was closing.
- Since the Pandemic began, the Arizona LFPR dropped significantly (61.5%; February 2020 to 59.9%; August 2020) before leveling off, and the gap between the State and the US is narrowing.

Labor Force Participation Rate

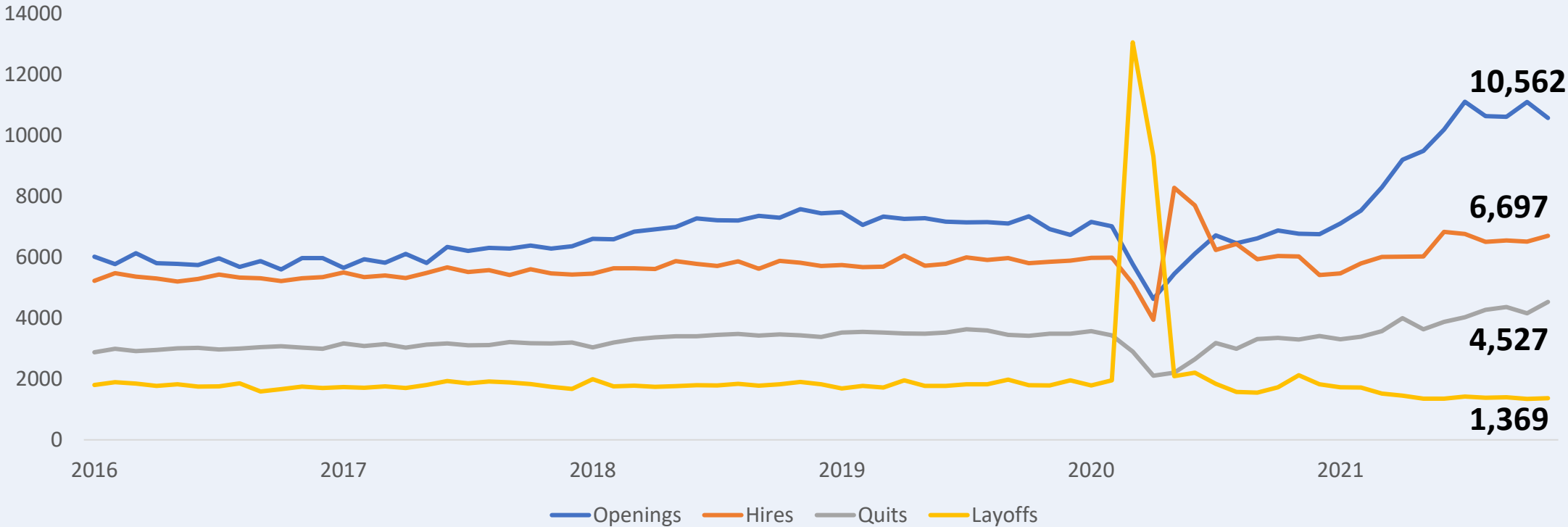


Job Openings and Labor Turnover Survey (JOLTS)

- The “Great Resignation” is real:
 - July / August / September / November each set a new high mark of “Quits.”
- The “Great Resignation” is leading to “Great Hiring” activity:
 - 15 of the 16 most active months on record for “Hires” have occurred since May 2020.
- The nationwide shutdown in March/April 2020 resulted in a tremendous spike of Layoffs, 3.5 to 5 times greater than the largest month during the Great Recession.
- Businesses are now trying to hold on to their employees:
 - Each month from March to November 2021 report the lowest number of Layoffs since 2000.

Job Openings and Labor Turnover Survey (JOLTS)

January 2016 – September 2021
US, In Thousands



Data sources: U.S. Bureau of Labor Statistics / Federal Reserve Bank of St. Louis

Employment Projections

Arizona Office of Economic Opportunity

- The Arizona Office of Economic Opportunity (OEO) reports data from the United States Bureau of Labor Statistics (BLS), segmented several different ways:
 - Statewide
 - Metropolitan Statistical Area (MSA)
 - County
 - Local Workforce Development Area
 - Balance of Maricopa
- OEO data sources are used for the remainder of this presentation.

LaborStats.AZ.gov

Employment Projections

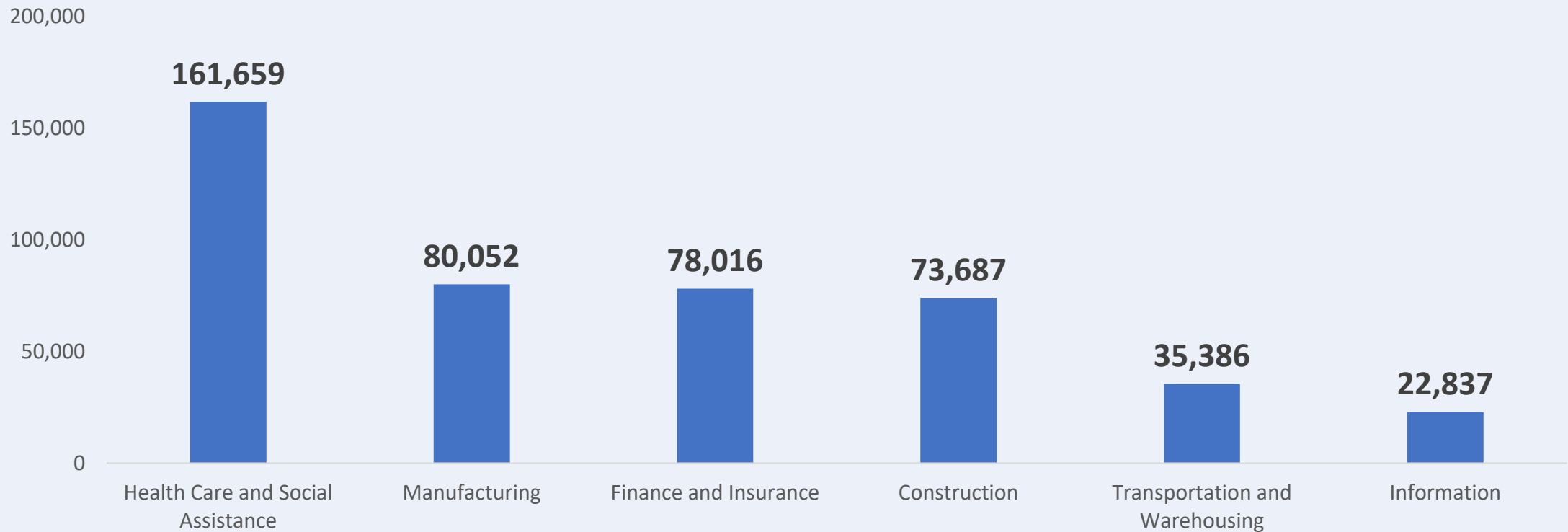
- In 2020, the Bureau of Labor Statistics (BLS) estimates that **1,188,617** workers were employed in businesses in “Balance of Maricopa” (excluding City of Phoenix businesses).
- The BLS expects that number to grow by **36%**, to **1,611,109** by the year 2030.

Local In-Demand Industries

- In 2018, the Maricopa County Local Workforce Development Board identified and adopted six Local In-Demand Industries (North American Industry Classification System/NAICS definitions):
 - Construction
 - Finance and Insurance
 - Healthcare and Social Assistance
 - Information
 - Manufacturing
 - Transportation and Warehousing

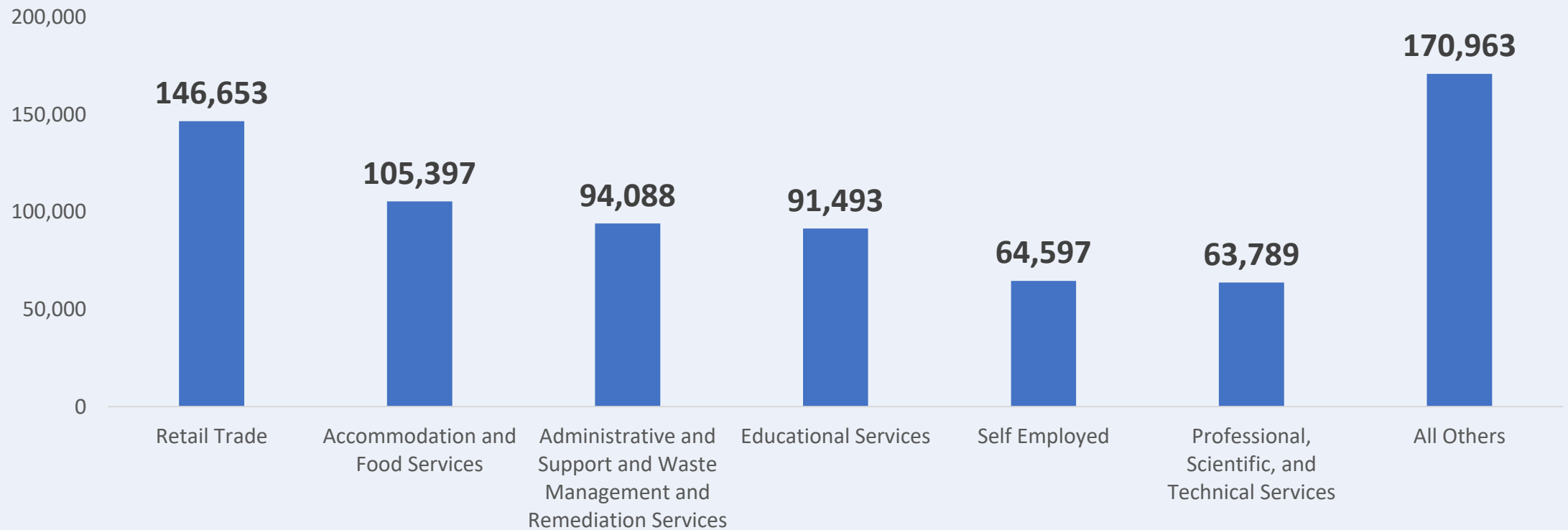
2020 Industry Employment Estimates: Maricopa LWDA In-Demand Industries

2020 Employment Estimate
Balance of Maricopa



2020 Industry Employment Estimates Other Industries

2020 Employment Estimate
Balance of Maricopa

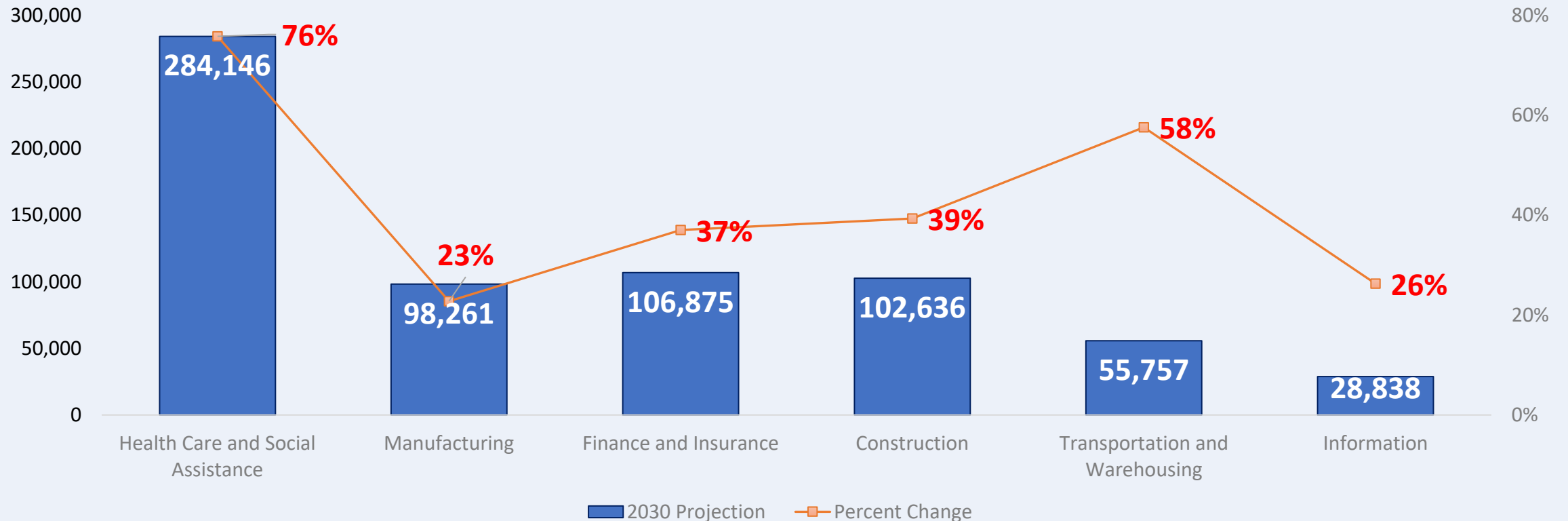


In-Demand Industry Projections

- Combined, the six current In-Demand industries within Balance of Maricopa are projected to increase by 50% new workers by 2030.
 - Compared to 27% increase of new workers for all other industries.

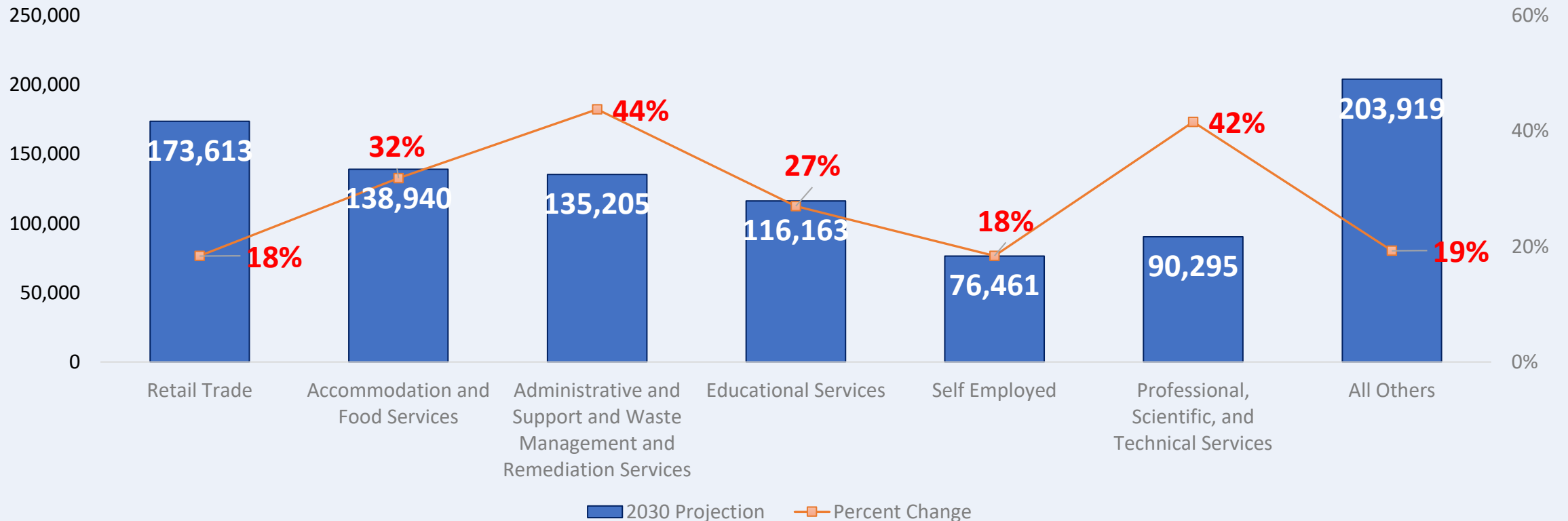
2030 Industry Employment Projections Maricopa LWDA In-Demand Industries

2030 Employment Projections
Balance of Maricopa



2030 Industry Employment Projections: Other Industries

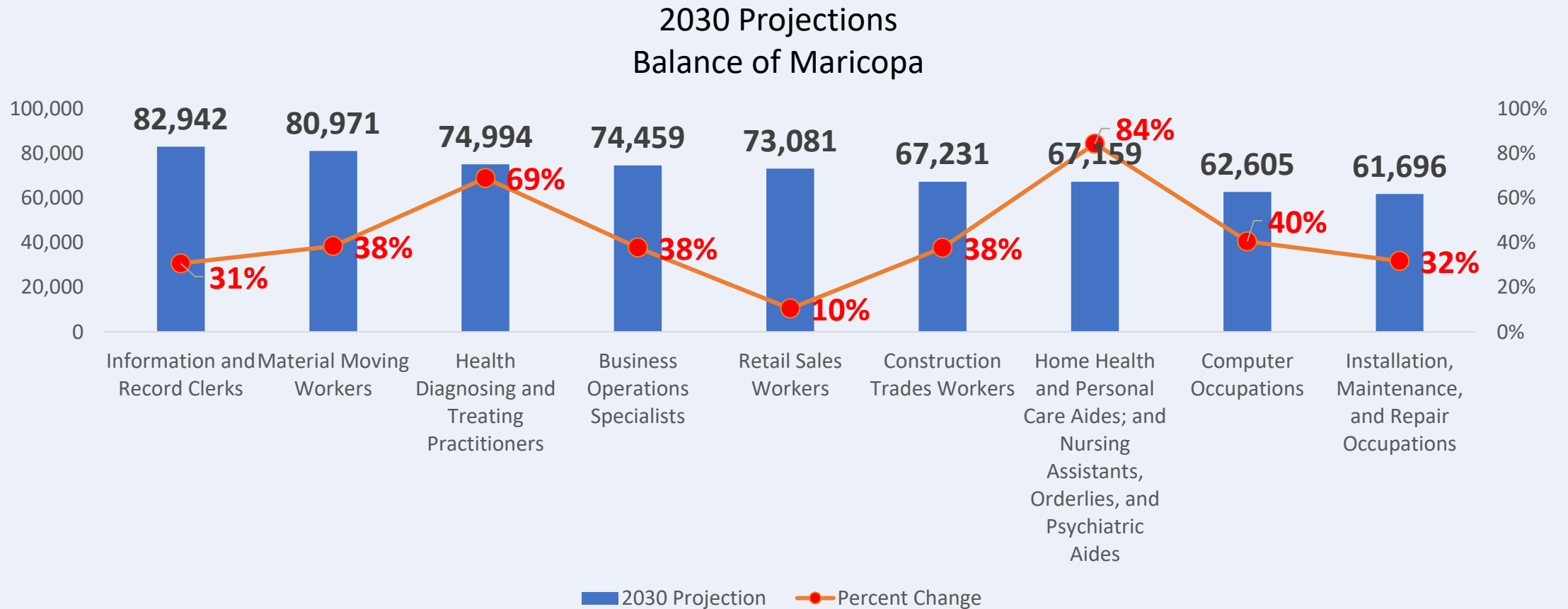
2030 Employment Projections
Balance of Maricopa



Occupation Projections

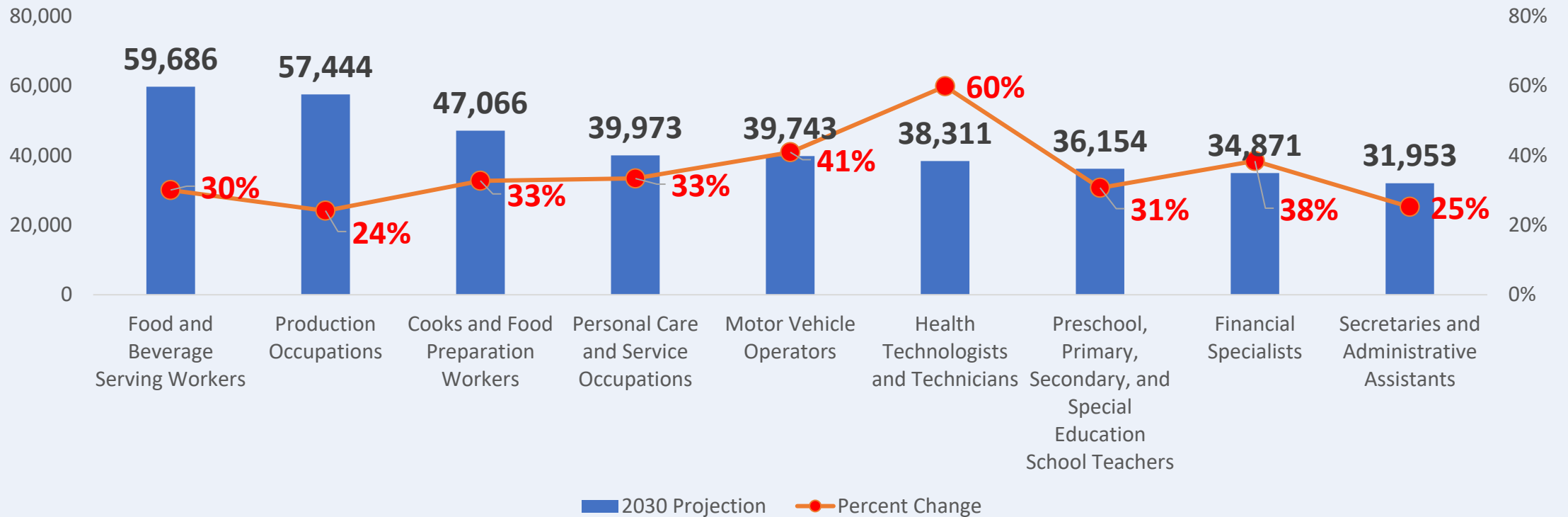
- The Standard Occupation Classification (SOC) System identifies hundreds of occupations based on a six-digit classification system.
- Following are the occupations, based on the first two-digits of SOC, projected to have the largest employment base by the year 2030, and the projected percent increase over 2020 estimates.

2030 Projected Top Occupations - Overall



2030 Projected Top Occupations – Overall (continued)

2030 Projections
Balance of Maricopa



Summary

- The current local area unemployment rate is at its lowest level on record.
- The Arizona Labor Force Participation Rate took a hit due to the Pandemic, but the gap between the Arizona rate and the National average is narrowing.
- Recent months have seen the largest Quits rate on record, but also the largest Hires rate.
- Balance of Maricopa Employment is projected to grow by 36% by 2030.
- The current Local Workforce Development Area In-Demand Industries are projected to grow by a combined 50% by 2030.

Kevin Dumcum

Business Services Team Supervisor

ARIZONA@WORK Maricopa County

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Information/Discussion Only.

Strategic and Local Plans Workshop

The Maricopa County Workforce Development Board



**PARTNERSHIP FOR
WORKFORCE INNOVATION**

Making The World of Work Understandable

Strategic Planning Workshop



**PARTNERSHIP FOR
WORKFORCE INNOVATION**

Making The World of Work Understandable



Trevor Stokes

*CEO, The Partnership for Workforce
Innovation*

Maricopa County Workforce Board

– *Strategic Plan*



- 01 Introduction and Expectations
- 02 Establishing a Vision
- 03 Building a Work Plan
- 04 Project Standards and Protocols
- 06 Closing and Next Steps



Maricopa County Workforce Board – *Strategic Plan*



01 Introduction and Expectations



The Role of the Local Workforce Board

Local Workforce Development Boards

Chief Architects of the Workforce System

- **Strategist**
- **Convener**
- **Manager**
- **Optimizer**



Local Workforce Development Board Roles and Responsibilities

The Convener: *Bring partners together, align services and vision*

- Convene, collaborate, and host community conversations
- Build and nurture strong local partnerships with:
 - Business
 - Education
 - Economic Development
 - Non-traditional partnerships
 - Public and private research organizations
 - Organizations that support Entrepreneurship
 - Philanthropic Organizations
 - Financial Institutions
 - Business and Industry Associations



Local Workforce Development Board Roles and Responsibilities

The Strategist: Understanding Trends, Setting the Collective Vision

- Create an agile system that identifies and responds quickly to the needs of focus industries and populations
- Develop Talent Pipeline Strategies
- Fostering Innovation
 - *Promote proven and promising practices*
 - *Effective use of technology to streamline systems and processes*
 - *Testing New Models of Service Delivery*



Local Workforce Development Board Roles and Responsibilities

The Optimizer: Use Data to Drive Decisions, Continuous Improvement

- Timely and Accurate workforce Intelligence is critical
 - Analyzing available data sets
 - Developing tools to collect area-specific data
 - Feedback from Business, Economic Development, Education
- Continuous Improvement Plans
 - Performance Measures
 - Customer awareness and Satisfaction Measures
 - Cost and Efficiency Measures



Local Workforce Development Board Roles and Responsibilities

The Manager: Design and Manage Customer-Centered Service Delivery

- Design and Manage Customer-Centered Service Delivery
- Serve as Stewards of Federal and non-Federal Funds
- Hiring and Inspiring Talented Members



Introduction to the Strategic Planning Lifecycle



- 1. Vision Statement**
- 2. Mission Statement**
- 3. Values Statements**
- 4. Five Goals**
- 5. Strategies to achieve each goal**
- 6. Tactics within each strategy**
- 7. Metrics for each strategy**
- 8. Continuous improvement protocol**

- **Vision** is the world we want to see.
- **Mission** is a description of what we are going to do to get us to that vision.
- **Goals** are the improvements we want to see in the areas that fall within our mission.
- **Strategies** are the efforts we will make to bring the goals to reality.
- **Tactics** are the detailed components of the strategies to which we are committing.
- **Metrics** are the standards and mechanisms by which we will measure our success.
- **Evaluations** are a standard effort to analyze performance against our goals and supplement or revise goals and strategies

Today's Objectives and Outputs

- Draft Vision Statement
- Draft Mission Statement
- Workshop Report

Why Do You Serve on this Body?



Local Workforce Development Boards – Chief Architects of the Workforce System

Understanding that many of you already know each other.....

- Your organization(s)
- Your role(s)
- Tenure on the Maricopa County Workforce Development Board
- Your motivation for serving on this body

Maricopa County Workforce Board

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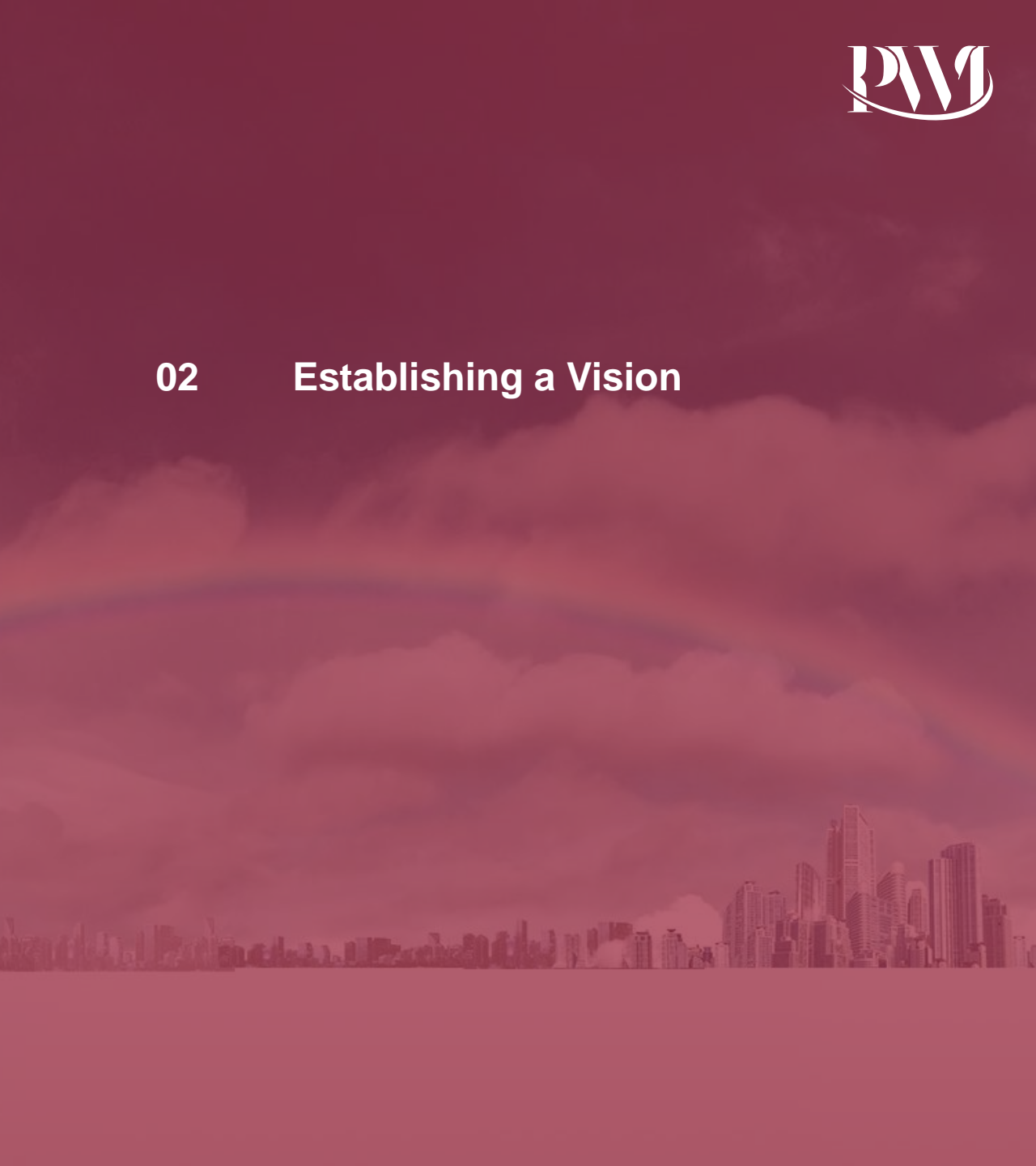
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Maricopa County Workforce Board – *Strategic Plan*



02 Establishing a Vision



**Describe the Maricopa
County Workforce Board
in its ideal state.**



**Describe the role of the
Maricopa County
Workforce Board in
making that vision a
reality.**



Maricopa County Workforce Board

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03 Building a Work Plan

Month	Day	Activity	Deliverable
January	18	HSD Team Meeting	Meeting report
	20	Executive Committee Meeting	Workshop report
	28		Draft Vision and Mission Statements
February	1	Email Update to Full Board	Project Update
	1	HSD Team Meeting	Meeting report
	4		Revised Draft Vision and Mission Statements
	15	HSD Team Meeting	Meeting report
	17	Full Board Meeting	<ul style="list-style-type: none"> • Presentation • Approval of Draft Vision and Mission Statements
March	1	HSD Team Meeting	Meeting report
	15	HSD Team Meeting	Meeting report
	17	Executive Committee Meeting	Workshop report
			<ul style="list-style-type: none"> • Values Survey Design • Table of Goals and Strategies • Evaluation Models
	29	HSD Team Meeting	Meeting report
April	21	Full Board Meeting	Presentation
May	19	Executive Committee Meeting	Workshop report
			Table of Tactics
			Continuous Improvement Protocols
June	16	Full Board Meeting	<ul style="list-style-type: none"> • Presentation • Approval of Final Strategic Plan

Month	Milestone
January	Draft Vision and Mission Statements
February	Revised Vision and Mission Statements
March	Values Survey Design
	Values Survey Report
	Table of Goals and Strategies
	Evaluation Models
April	Table of Tactics
May	Continuous Improvement Protocols
June	Final Plan

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04 Project Standards and Protocols



Project Standards

- Inclusion
- Humility
- Impact
- Relevance

Project Protocols

- Communication
- Iterations
- Staff/Consultant
- Relevance

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06 Closing and Next Steps



Next Steps

- Team Meetings
- Workshops
- Drafts
- Revisions
- Presentations



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****For Reference Only****

Values Worksheet

Instructions: Place an “X” in the cell beside the ten (10) values you think are most important to maintaining the integrity and facilitating the success of this board’s work. The answers will be tabulated and analyzed prior to the next meeting and the most popular answers will be expanded into full values statements to be incorporated into the Board Strategic Plan Survey. If you select the “Other” option, please write in the value for which you are voting.

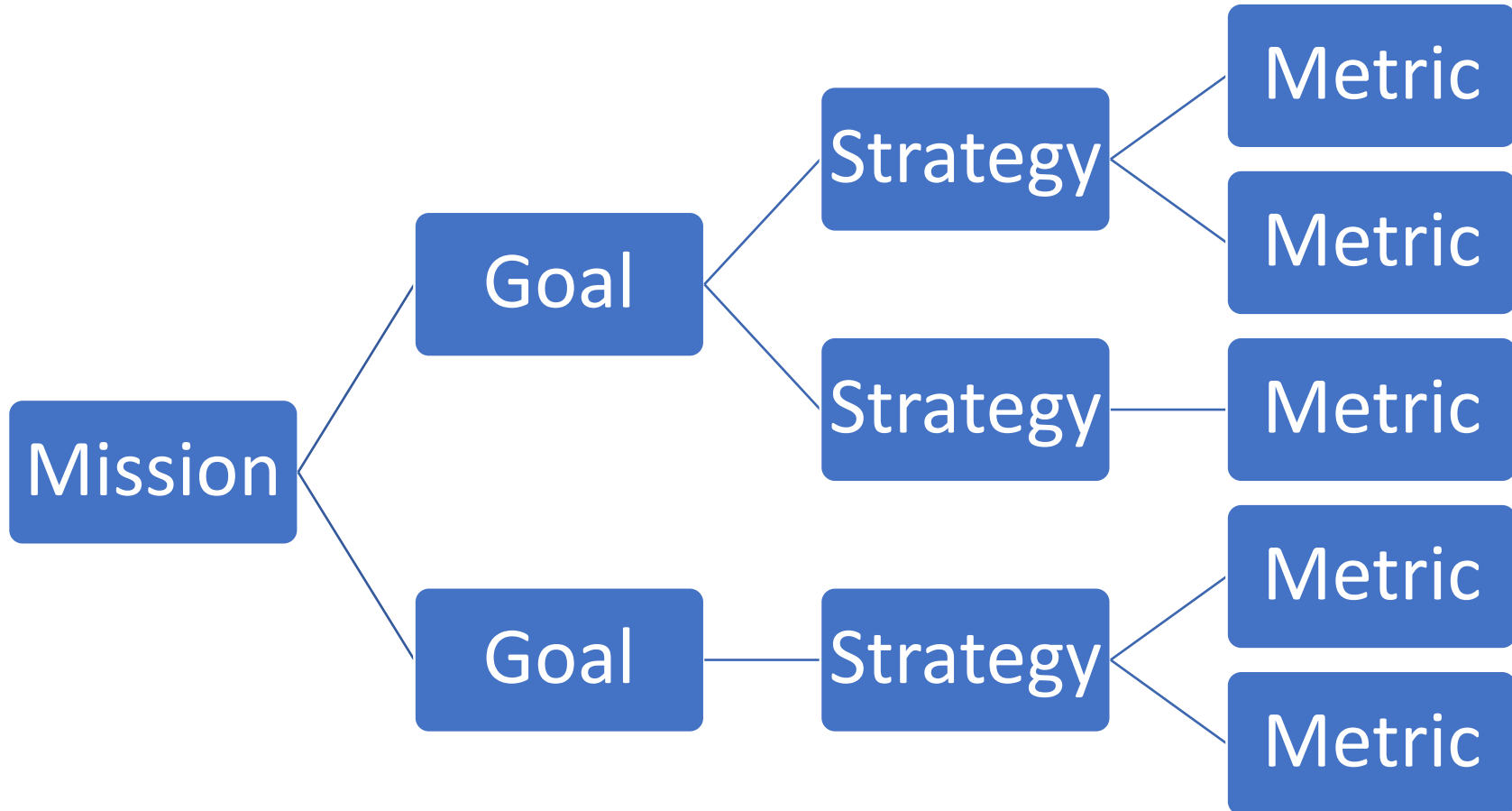
Accomplishments above activities		Honesty	
Accountability to each other		Improvement continuously	
Accuracy		Independence	
Ambition		Individual strengths will be leveraged	
Challenge the status quo		Influence will be leveraged	
Collaboration		Innovation	
Compassion for those we serve		Integrity	
Competence		Learning continuously	
Courage to tackle big challenges		Loyalty	
Credibility		Optimism	
Dedication		Persistence	
Dependability		Respect for each other	
Dignity		Respect for those we serve	
Discipline/order		Responsibility	
Diversity		Security and safety	
Efficiency		Service attitude	
Empowerment		Teamwork	
Excellence in all our work		Wisdom	
Flexibility		Other:	
Friendliness		Other:	
Generosity		Other:	

The Strategic Planning Lifecycle

- Vision is the world we want to see.
- Mission is a description of what we are going to do to get us to that vision.
- Goals are the improvements we want to see in the areas that fall within our mission.
- Strategies are the efforts we will make to bring the goals to reality.
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The Strategic Planning Lifecycle



Questions to consider:

- Why do you think the Workforce Innovation and Opportunity Act provides for Local Workforce Development Boards?
- Who is our customer?
- What realities can we and can we not impact?
- What is the potential impact of this board?
- What are the core competencies of this board?
- What is working for us?
- Where could we be better?
- What are we not doing that would bring real value?

Vision

I look at the Maricopa County Workforce Development Board in its ideal state and describe it this way:

Mission

I describe the role of the Maricopa County Workforce Development Board in making that vision a reality this way:
