



NOTICE AND AGENDA OF MEETING OF THE MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD

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

Thursday, February 17, 2022 – 9:30 a.m.

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

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

The Maricopa County Workforce Development Board may vote to go into executive session, which will not be open to the public, to discuss certain matters including, for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant A.R.S. 38-431.03(A)(3).

The Agenda for the special 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. Community Impact Statements.

a. MCWDB Success Story*

5. Consent Agenda.

For Possible Action.

The board 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 Board asks to remove the item from the consent agenda.

- a. Meeting Minutes: December 16, 2021*
 - b. Fiscal Reports*
 - c. MCWDB Executive Director Report*
 - d. MCWDB FY22 2nd Quarter Report*
 - e. PY20 Data Validation*
 - f. 2022 Board Recertification/Compliance Update*
 - g. One Stop Operator Quarterly Report*
 - h. BFY22 Fiscal Monitoring – WIOA Title 1B Program*
 - i. MCWDB FY2021-2022 Committee Roster Update*
-

6. Chairman Report.

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. Committee Reports.

- a. Executive Committee Update
 - b. Youth Committee Update
 - c. Marketing and Outreach Committee Update
 - d. Employer Connection Committee Update
-

8. Information/Discussion/Possible Action.

- a. MCWDB Board Acceptance of Resignation by MCWDB Member Collin Stewart*
 - b. MCWDB Executive Committee
 - i. MCWDB Staff Reorganization Progress Report*
 - ii. MCWDB FY22 Budget Amendment*
 - iii. MCWDB FY23 Budget Recommendation*
 - c. Title 1B 2nd Quarter Report*
-

9. Information/Discussion Only.

- a. Strategic Plan Update*
 - b. Labor Market Projections Presentation*
-

10. Call to the Public.

11. Adjourn.

NEXT MEETING: APRIL 21, 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.



Community Impact Statements.

MCWDB Success Story



SUCCESS!

Edward enrolled in the Youth Program with ARIZONA@WORK at the age of 20 to receive assistance with employment, obtaining a GED and Occupational Skills Training. At the time of the enrollment, Edward was low income and living in a sober living home. Edward was uncertain on where he would live the following month and explained that if he did not find a job within one week, he would have to move out of the home and had no plans on where to go.

Edward immediately started moving forward with services in the Youth Program and was approved to participate in a paid Work Experience, Financial Literacy Education and GED services. Edward completed these activities, along with participation in Labor Market Information services while in the program.

Edward was undecided on his career path and did not know what his interests were. Edward looked to his Career Advisor for support and guidance along the way and transitioned into the **Mentoring** element within the Youth Program in January 2021. During Mentoring, Edward played a part in suggesting topics to work on each month and was committed to the process. Many successes occurred during the past 12 months of Mentoring and Career Advisor Nicole Higdon would like to share the most rewarding moments that occurred with this youth.

During a Mentoring appointment, Edward participated in Financial Literacy with Career Advisor after sharing that he didn't understand where his paychecks were going. Edward was earning minimum wage at a carwash and was trying to save for the future. While reviewing his budget and spending habits, Edward had an *aha* moment! Edward then began making small changes and tracking his spending while keeping a special goal in mind that could potentially change his future. Edward continued to work with Career Advisor exploring various occupations and found his direction! Edward became excited about an Electrician Apprenticeship that is available to participants who may receive assistance with WIOA funding. Career Advisor stressed to Edward the importance of having reliable transportation for this opportunity and how riding the bus or Ubers can be a barrier when it comes to this type of work. Having reliable transportation is also one of the requirements for acceptance into the Apprenticeship.

Edward started with step one and found a friend at the sober living house that would help teach him to drive. Career Advisor cheered him along as he kept the motivation high to keep this goal as a priority. If Edward could obtain a Driver License and purchase a vehicle in time, Edward planned to shoot for the stars and apply for the Arizona Builders Alliance (ABA) Electrician Apprenticeship. Edward reached goal one and achieved success with a Driver License. This achievement was celebrated by both Career Advisor and Edward with positive feedback and the encouragement to keep going onto the next goal... to purchase a vehicle.

While working on goal *one* for months, Edward had been behind the scenes saving, saving, saving. The following month after getting his Driver License, Edward's Mentoring appointment was held in the Mesa Youth Hub. Edward attended the appointment and shared the amazing news..... he purchased his first car! Edward has NO family support and achieved this goal all by himself while saving and making smart financial choices. When Career Advisor found out the great news, a little hootin and

hollering occurred in the Mesa Youth Hub and the other Career Advisors thought Nicole Higdon was a tad strange, but joined in the fun with congratulating the young man for achieving this goal.

During the appointment, it was determined by Edward that he felt ready to take the leap and apply for the ABA Apprenticeship. The potential Apprentices are required to secure employment with one of the employers from a list ABA provides, in order to be eligible for the acceptance into the Apprenticeship. Career Advisor Higdon worked with Edward on interviewing skills and best practices in the workplace, including researching *each* employer on the provided list and how to connect with the employers.

Soon after, Edward emailed Career Advisor and relayed that he needed to talk and that it was urgent. Career Advisor picked up the phone to call and a moment later, a tad more screeching and celebration occurred. Edward was hired by JFK Electrical Contracting and was officially accepted into Arizona Builder Alliance Apprenticeship!!! Program Supervisor Jinkee Pacifico happened to be working in the Mesa Youth Hub that day when this occurred and was so pleased to be there to share *and observe* the silly celebration of good news and success!

Today, Edward is loving his new job with JFK Electrical Contracting while also using tools and boots that ARIZONA@WORK was able to assist him with. Edward attends day one of the Apprenticeship on January 10, 2022 and couldn't be more proud of himself. Edward has gained so much confidence while working with JFK Electrical since 11/30/2021 and is continuing to grow while experiencing new things that will result in a lifetime career.





Consent Agenda.

Meeting Minutes

MINUTES OF PUBLIC MEETING OF THE MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD

Thursday, December 16, 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, Brent Downs, Christine Colon, Christopher Tafoya, Collin Stewart, Erik Cole, Gregg Ghelfi, Loren Granger, Marcia Veidmark, Matthew Clark, Matt McGuire, Scott Sudhalter, Shawn Hutchinson, Stan Chavira, Tina Drews
(Note: All members present attended via Microsoft Teams)

Members Absent: Jason Walker, Leah Hill, Subhash Chandra

MEETING

Call to Order.

Chairman Matt McGuire called the meeting to order at 9:31 a.m. and requested roll call.

Roll Call.

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

Welcome and Opening Remarks.

Chairman Matt McGuire welcomed everyone to the meeting.

Chairman McGuire then briefly reviewed the Board's vision, values, and goals.

Chairman McGuire welcomed new MCWDB Board Member Scott Holman. MCWDB Board Member Scott Holman thanked the Board for the opportunity to serve on the Board and looked forward to working with the Board to increase the workforce opportunities.

Community Impact Statements. (Due to technical issues, this item was heard after item #7 on the agenda.)

- a. MCWDB Member Story.
MCWDB Board Member Marcia Veidmark shared an employee story by Letavian Coleman, who participated in the New Freedom program assisting formerly incarcerated individuals seek steady employment.

Chairman McGuire and Ms. Veidmark discussed the New Freedom program and the program's mission for assisting incarcerated and formerly incarcerated individuals to seek employment and develop long-term life plans, including but not limited to housing, transportation, etc.).

Consent Agenda.

- a. Meeting Minutes: October 21, 2021
- b. Job Center Certification Follow up Action Plan
- c. Fiscal Reports
- d. MCWDB FY22 1st Quarter Report
- e. One-Stop Operator Quarterly Report
- f. Title 1B: PY20 4th Quarter Report
- g. Data Validation Audit Results (PY19)
- h. MCWDB Executive Director Report

MCWDB Chairman McGuire asked for a motion to approve consent agenda items. Bonnie Schirato made a motion; Shawn Hutchinson seconded the motion.

All in favor vote held:

In favor: Bonnie Schirato, Brent Downs, Christine Colon, Christopher Tafoya, Collin Stewart, Erik Cole, Gregg Ghelfi, Loren Granger, Marcia Veidmark, Matt McGuire, Scott Holman, Shawn Hutchinson, Tina Drews

Opposed: None

Abstained: None

Motion passed.

Chairman Report.

MCWDB Chairman McGuire notified the Board of MCWDB Board Member Christopher Tafoya's departure from the Board, as his professional responsibilities have transformed. Chairman McGuire thanked Mr. Tafoya for his dedicated service to the MCWDB over the years. Chairman McGuire also informed the Board of Ismail Rangel's upcoming appointment before the Board of Supervisors to fill Mr. Tafoya's seat as the DES Wagner-Peyser - WIOA Title III representative.

Mr. Tafoya thanked Chairman McGuire and noted his appreciation for his time and the Board, and looked forward to supporting the Board in a new role.

Informational/Discussion/Possible Action.

a. MCWDB Staff Reorganization.

MCWDB Executive Director Steve Clark presented the Board with an MCWDB Staff Reorganization proposal initially focused on the healthcare workforce shortage due to the pandemic. Assistant County Manager Lee Ann Bohn shared the recent healthcare professional data related to the critical workforce needs. The following highlights from Mr. Clark's presentation are below.

- Reorganization Process
 - Workforce needs in in-demand industries
- Maricopa County In-Demand Industries
- Current MCWDB Staff Structure
- Healthcare Industry
 - Crisis Situation
- Proposed New Job Description
 - Healthcare Careers Pathway Strategist Overview
- Proposed New Job Description
 - Healthcare Careers Pathway Strategist Qualifications
- Proposed MCWDB Staff Structure
- Timeline

MCWDB Board Member Bonnie Schirato inquired as to what the deliverables might be within the first year.

Mr. Clark noted that the position would initially be working with our partners to better identify/develop deliverables and career pathways for the critical healthcare workforce needs.

Ms. Bohn noted that the position would focus on partners and Universities with specific healthcare experience and identify the best ways to utilize the designed ARPA funding for healthcare workforce needs.

MCWDB Board Member Shawn Hutchinson shared a personal experience with his family member entering the nursing program and the importance of the healthcare workforce crisis, and his support for the proposed position.

Chairman McGuire suggested that the Board look at milestones for the position at the next meeting and that the position connects with the MCWDB Committees.

MCWDB Chairman McGuire asked for a motion to approve the MCWDB Staff Reorganization as presented. Marcia Veidmark made a motion; Scott Holman seconded the motion.

Roll Call vote held:

In favor: Bonnie Schirato, Brent Downs, Christine Colon, Christopher Tafoya, Collin Stewart, Erik Cole, Gregg Ghelfi, Loren Granger, Marcia Veidmark, Matt McGuire, Scott Holman, Shawn Hutchinson, Tina Drews

Opposed: None

Abstained: None

Motion passed.

Information/Discussion Only.

a. Partnership for Workforce Innovation – Strategic Planning.

Trevor Stokes, CEO for Partnership for Workforce Innovation, provided a presentation on the current plans for the strategic planning process. Below are the highlights of Mr. Stokes presentation.

- Local Workforce Development Board Workforce System
- Local Workforce Board – Convener
- Local Workforce Development Board – Roles and Responsibilities
 - Strategist
 - Optimizer
 - Manager
- Strategic Planning Lifecycle
 - Vision
 - Mission
 - Values
 - Goals
 - Tactics
 - Metrics
 - Evaluations
- Planning Process

Chairman McGuire thanked Mr. Stokes for his presentation.

MCWDB Board Member Shawn Hutchinson complemented Mr. Stokes on his presentation and noted that he was also looking forward to starting the planning process. Mr. Hutchinson also inquired as to when the Board might be able to meet in person, noting that collaboration is more effective in person.

Mr. Clark noted that the MCWDB meetings currently follow Maricopa County protocols when it comes to in-person meetings. Mr. Clark also noted that Maricopa County bases its pandemic protocols on the current pandemic case numbers. Considering the recent case numbers, he did not see the Board meeting in the near future.

b. Apprenticeship Recruitment Presentation.

Shawn Hutchinson, Training Director with Phoenix Electrical JATC Apprenticeship, provided a proficient presentation on apprenticeship recruitment. In an effort to reduce the time of his presentation, Mr. Hutchinson requested the video link on apprenticeships be emailed to the Board. Below are the highlights from Mr. Hutchinson's presentation.

- Phoenix Electrical JATC Apprenticeship Program Overview
- Apprenticeship Basics
- On-the-Job Learning
- Apprenticeship Standards and Policies
- Apprenticeship Costs
- WIOA Participation
- Career Dynamics after Apprenticeship
- Challenges to Overcome
- Conclusion

Chairman McGuire thanked Mr. Hutchinson for his presentation and asked that he let him know if the Board could do anything to better support apprenticeship program efforts.

Due to time, Chairman McGuire inquired if there were questions to the remaining agenda items under items #8 (c), (d), (e), and (f). With no questions, Chairman McGuire recommended foregoing these updates, noting the supportive meeting materials were included within the meeting packet.

Committee Reports.

a. **Executive Committee**

MCWDB Chairman McGuire noted that the materials in today's consent agenda were reviewed by the Executive Committee at their last meeting. The next Executive Committee meeting will be held on January 20th and will update the Board at the February meeting.

b. **Employer Connection Committee**

Chairman McGuire noted his recent attendance at the Employer Connection Committee meeting, as Leah Hill was unable to attend. Chairman McGuire noted the Committee's robust conversation on in-demand industries.

c. **Marketing and Outreach**

Mr. Clark noted the Committee's recent meeting and would connect with Gregg on any updates he may wish to provide via email to the Full Board.

Call to the Public.

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

Adjourn.

MCWDB Chairman McGuire adjourned the MCWDB meeting at 11:05 a.m.

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



Consent Agenda.

Fiscal Reports



Maricopa County FY2022 WIOA (BTA) Budget to Actuals

FEBRUARY 17, 2022

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
70% Expended as of January 31, 2022

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

Expended YTD as of January 31, 2022
\$ 10,793,070

WDB Approved Budget= \$ 1,006,980

Expended YTD as of January 31, 2022
\$ 364,099

WIOA

Funding by Category

Fiscal Year 07/01-06/30/2022						
FY22 Service Provider (WDD)						
	FY22 Approved Budget	YTD FY22 AS OF 1/31/2022	% Spent YTD	Forecast	% Forecast	Balance Remaining
Roll Up						
ADULT	13,898,007	6,582,111	47%	13,122,335	94%	775,672
DW	926,266	864,981	93%	826,243	89%	100,023
YOUTH	6,386,023	3,345,978	52%	5,791,138	91%	594,885
Total	21,210,296	10,793,070	51%	19,739,716	93%	1,470,580
Fiscal Year 07/01-06/30/2022						
FY22 Workforce Development Board (WDB)						
	FY22 Approved Budget	YTD FY22 AS OF 1/31/2022	% Spent YTD	Forecast	% Forecast	Balance Remaining
Roll Up						
ADULT	725,026	262,151	36%	639,209	88%	85,817
DW	90,628	32,769	36%	79,901	88%	10,727
YOUTH	191,326	69,179	36%	168,680	88%	22,646
Total	1,006,980	364,099	36%	887,790	88%	119,190



QUESTIONS?

Contact Information:
Nicole.Forbes@Maricopa.gov

THANK YOU FOR YOUR TIME.



**WORKFORCE DEVELOPMENT BOARD
BUDGET FY 2022
YTD JAN 2022
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	1,006,980	11,314	56,145	54,175	38,620	48,939	75,187	79,718	40,577	57,096	64,056	64,549	64,549	229,766	364,099	876,304	117,427	36%
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	373,090	7,443	40,114	23,852	11,926	21,683	22,388	22,438	23,252	34,031	38,430	39,111	39,111		149,843	323,778	49,312	40%
TOTAL PERSONNEL	373,090	7,443	40,114	23,852	11,926	21,683	22,388	22,438	23,252	34,031	38,430	39,111	39,111	-	149,843	323,778	49,312	40%
FRINGE BENEFITS																		
TAXES	28,542	558	3,011	1,986	898	1,834	1,685	2,063	1,779	2,603	2,940	2,992	2,992		12,035	25,341	3,201	42%
RETIREMENT	46,300	930	4,978	2,960	1,480	2,643	2,778	2,785	2,886	4,223	4,769	4,854	4,854		18,554	40,140	6,161	40%
MEDICAL	68,160	2,272	6,816	4,544	4,544	2,272	4,544	4,544	4,544	5,680	5,680	5,680	5,680		29,536	56,800	11,360	43%
UNEMPLOYMENT & WORKERS' COMP	2,234	-	372	-	186	-	-	-	744	186	186	186	186		559	2,047	187	25%
TUITION REIMBURSEMENT	5,250	-	-	-	-	-	-	-	-	-	-	-	-		-	-	5,250	0%
TOTAL FRINGE BENEFITS	150,487	3,760	15,178	9,490	7,108	6,749	9,008	9,392	9,953	12,693	13,575	13,712	13,712	-	60,684	124,328	26,159	40%
INDIRECT COSTS																		
INDIRECT COSTS	115,068	-	-	14,762	11,586	-	-	20,348	7,372	10,373	11,545	11,727	11,727		46,696	99,438	15,630	41%
TOTAL INDIRECT COSTS	115,068	-	-	14,762	11,586	-	-	20,348	7,372	10,373	11,545	11,727	11,727	-	46,696	99,438	15,630	41%
TRAVEL & TRAINING																		
TRAVEL	30,000	-	-	-	-	-	-	14,001	-	-	-	-	-	15,999	14,001	30,000	-	47%
TOTAL TRAVEL & TRAINING	30,000	-	-	-	-	-	-	14,001	-	-	-	-	-	15,999	14,001	30,000	-	47%
SUPPLIES																		
OFFICE SUPPLIES	4,500	-	-	464	(15)	20	-	-	-	-	-	-	-	-	469	469	4,031	10%
FOOD	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NON CAPITOL EQUIPMENT	25,500	-	-	-	4,269	12,748	-	255	-	-	-	-	-	-	17,272	17,272	8,228	68%
POSTAGE	50	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50	0%
TOTAL SUPPLIES	31,050	-	-	464	4,254	12,768	-	255	-	-	-	-	-	-	17,741	17,741	12,309	57%
CONTRACTUAL																		
ONE STOP OPERATOR	197,036	-	-	3,395	-	7,739	43,791	12,778	-	-	-	-	-	129,333	67,703	197,036	-	34%
CONSULTANT	90,000	-	-	-	-	-	-	-	-	-	-	-	-	77,928	-	77,928	12,072	0%
TOTAL CONTRACTUAL	287,036	-	-	3,395	-	7,739	43,791	12,778	-	-	-	-	-	207,261	67,703	274,964	12,072	24%
OPERATING SERVICES																		
ASSOCIATION/MEMBERSHIPS	8,000	-	600	2,214	3,240	-	-	-	-	-	-	-	-	-	6,054	6,054	1,946	76%
MARKETING	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
LABOR MARKET	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
PRINTING (COPIER)	6,000	-	-	-	-	-	-	-	-	-	-	-	-	6,000	-	6,000	-	0%
CELL PHONES/LAND LINES	3,250	111	253	-	506	-	-	506	-	-	506	-	-	506	1,376	2,388	862	42%
TOTAL OPERATING SERVICES	20,250	111	853	2,214	3,746	-	-	506	-	-	506	-	-	6,506	7,431	6,054	1,946	37%
TOTAL COSTS	1,006,980	11,314	56,145	54,175	38,620	48,939	75,187	79,718	40,577	57,096	64,056	64,549	64,549	229,766	364,099	876,304	117,427	36%



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%



Consent Agenda.

MCWDB Executive Director Report

Maricopa County Workforce Development Board Executive Director Report

February 17, 2022

Strategic Planning/Local Area Plan Mid-Cycle Review

These projects are getting underway, beginning with a special meeting of the Maricopa County Workforce Development Board (MCWDB) Executive Committee on February 9. This was an open meeting, and all interested individuals were encouraged to attend. Trevor Stokes, CEO of Partnership for Workforce Innovation, lead a workshop focusing on the vision and goals. You can expect progress updates along the way and in my monthly Board report.

Maricopa County Workforce Development Board Staff Reorganization

The MCWDB Executive Committee approved the recommended staff reorganization at their January 20 meeting. The reorganization will add two new members to our current MCWDB staff. These two positions are designed for a strategic level focus on our in-demand industries. The Healthcare Careers Pathway Strategist will focus on the labor shortages in all aspects of healthcare. The In-Demand Career Pathway Strategist, Ron Drake will concentrate his efforts on the areas of Finance & Insurance, Information Technology, and Transportation, and Warehousing. These areas of responsibility may change over time as our in-demand industries may also change in the coming years. The two remaining in-demand industry areas of Construction and Manufacturing will be the responsibility of the Executive Director.

Compliance Update

I am pleased with our pace of progress when addressing the many requirements associated with Local Workforce Development Board (LWDB) compliance. We have nearly completed the review of the MCWDB Bylaws and will be preparing a document for summarizing the proposed changes. Upon approval from our legal department, these recommendations will be presented to MCWDB

Executive Committee for review and approval. The Bylaws will also require the eventual approval of the Maricopa County Board of Supervisors. Our next compliance project will focus on the Shared Governance Agreement.

Partnership Updates

Greater Phoenix Chamber Foundation

We continue to stay engaged with the greater Phoenix Chamber, particularly the ElevateEDAZ initiative. We are joining the City of Phoenix to create new career pathways and focus on high school alignment. This spring, we hope to become much more involved with the Chamber Foundation as we diversify as a staff and more closely focus on building the relationships necessary to address the labor shortages across Maricopa County

City of Phoenix/Pinal County

This unofficial consortium of three workforce areas continues to progress. Our current areas of conversation include:

- The Bloomberg Philanthropies Mayor Challenge has awarded the City of Phoenix a \$1 million grant. The City was one of 15 global cities chosen. The grant includes three years of support to implement a mobile unit to connect residents with jobs by traveling to their communities or assisting employers with job fairs.
- The newly formed group of the Executive Directors and WDB Chairs of each region will meet again very soon to continue building a working relationship towards regional issues and innovative ideas. We have not had much luck with our next meeting due to scheduling conflicts and the holidays.
- The three Executive Directors will meet with the Greater Phoenix Economic Council – GPEC about their Build Back Better Regional Challenge (BBBRC) grant that they were recently awarded. GPEC is seeking a regional approach and looking to include Pinal, City of Phoenix, and Maricopa County regarding their grant proposal.



Consent Agenda.

MCWDB FY22 2nd Quarter Report



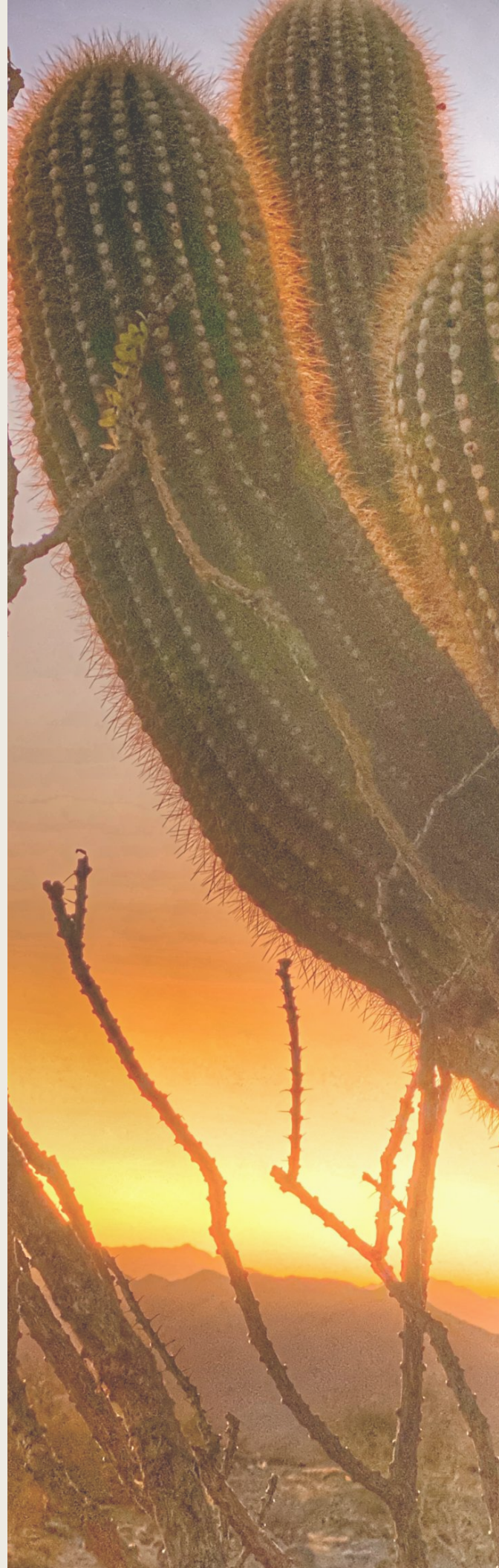
MCWDB QUARTERLY REPORT FY22

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



Consent Agenda.

One Stop Operator Quarterly Report



**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

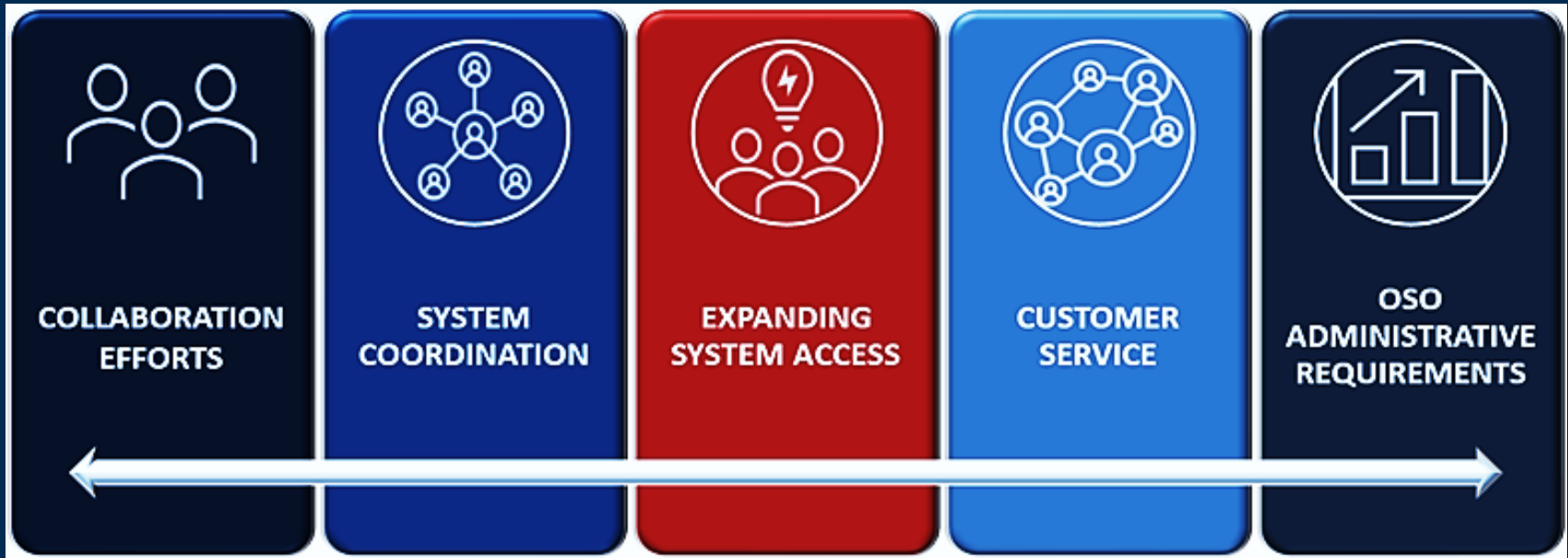
Regionalizing System Delivery

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

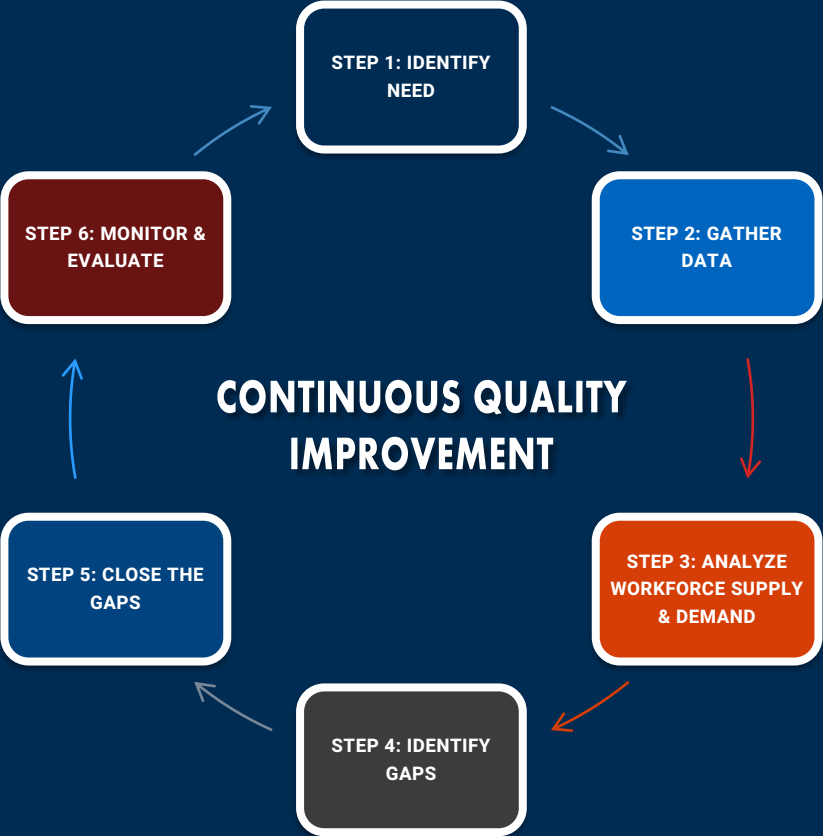


Q3 One-Stop Operator Planned Goals

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
- 

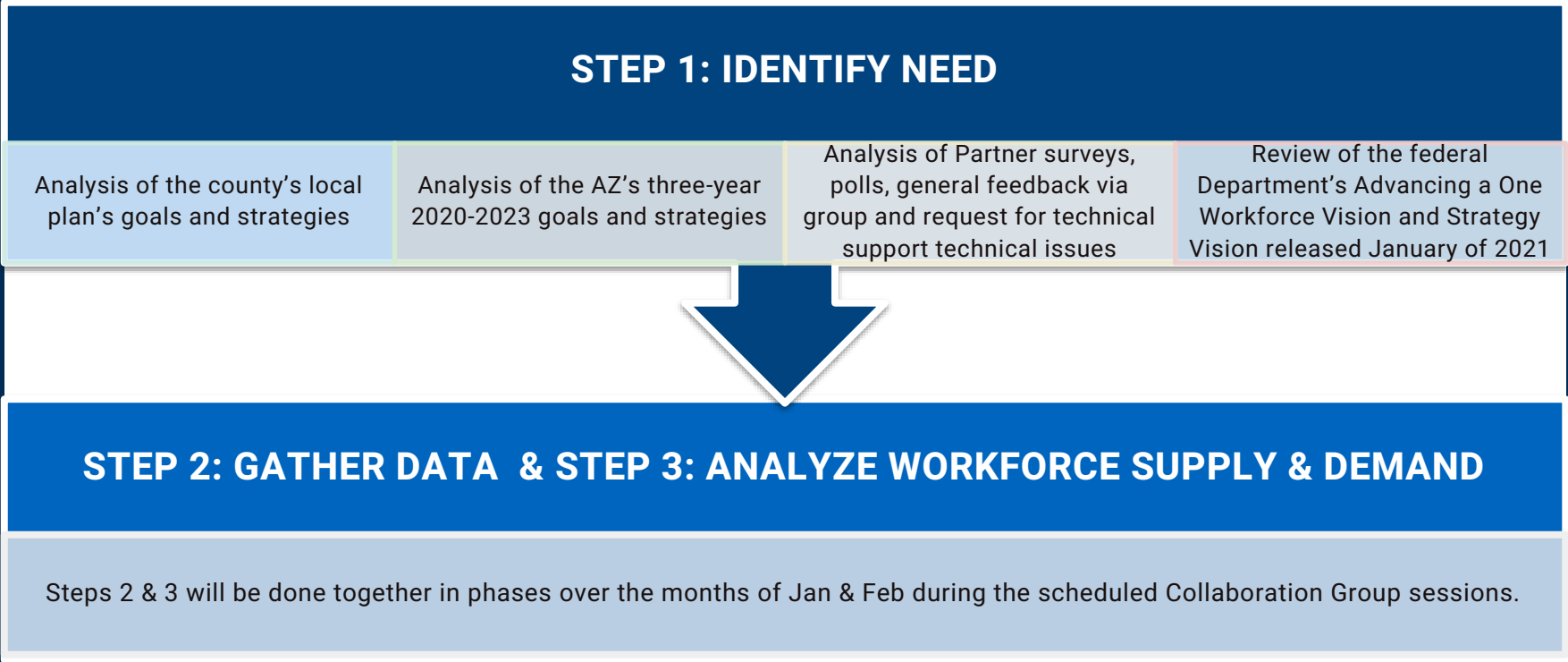
PY 2021-2022 Maricopa County LWDA Needs Analysis

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

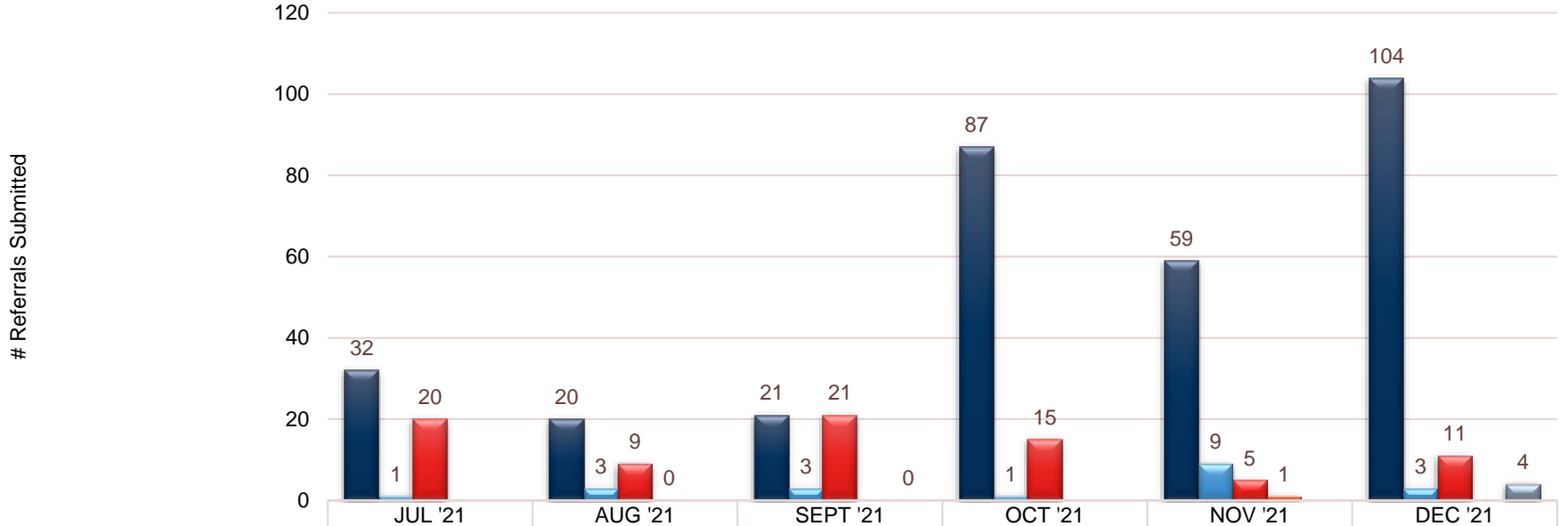
Complete February 2022

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

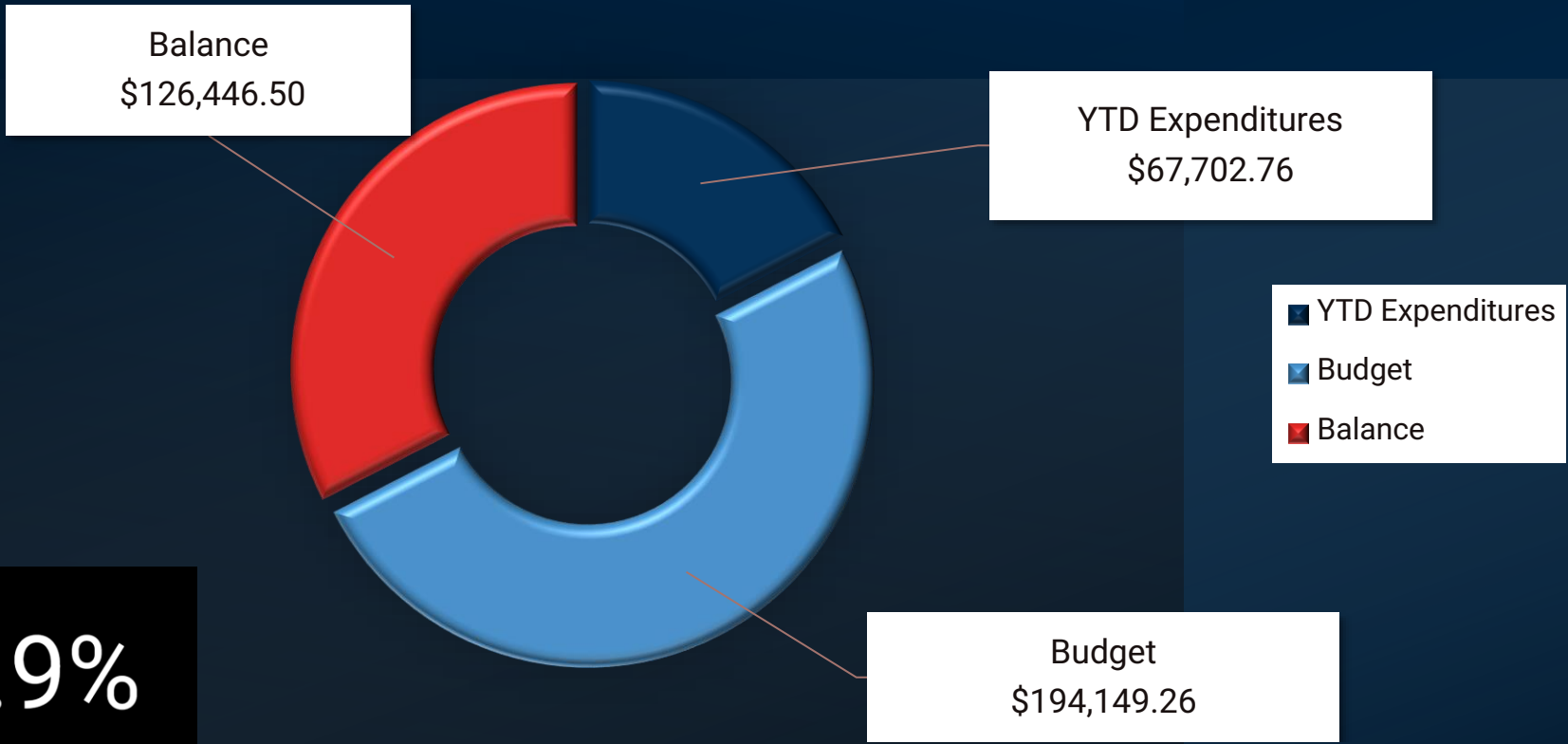
Since Go Live Date 12/30/2020

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 2021-2022
34.9%

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>
<p>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></p>	<p><i>The following approach to define the desired future state for each area of focus:</i> - 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</p>	<p><i>Will be assessed based on the OSO's current knowledge and Partner feedback over the months of January and February of 2022</i></p>		
<p>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></p>				
<p>Youth Services Strategies <i>Service delivery strategies that emphasize work-based learning opportunities and build career pathways for youth.</i></p>				
<p>Local Leadership and Governance <i>The critical role of strategic Local Boards in providing leadership and governance for the public workforce system</i></p>				
<p>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></p>				

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



Consent Agenda.

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 IB 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 IB 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



Consent Agenda.

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/Possible Action.

MCWDB Board Acceptance of Resignation by
MCWDB Member Collin Stewart

Deseret Romero (COA)

Subject: Resignation

From: Collin Stewart

Date: Tue, Feb 8, 2022 at 3:41 PM

Subject: Resignation

To: McGuire, Matt - SJHMC

USE CAUTION - EXTERNAL EMAIL

Chairman McGuire,

It is with great sadness I am writing this to inform you that effective immediately I wish to resign my position on the Maricopa County Workforce Development Board. I need to reduce the amount of boards and offices I volunteer with and the MCWDB was on the short list. I contacted Clint to inform him of my decision and as I shared with Clint I am happy to offer some suggestions of individuals that may be interested in replacing me from the Transportation industry. Please let me know if you'd like me to introduce and or share the contact info for those individuals. I am grateful for my time on the board and appreciate the hard work you and the rest of the board do.

Thank You,

Collin Stewart

President

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Information/Discussion/Possible Action.

MCWDB Executive Committee:

MCWDB Staff Reorganization Progress Report

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD STAFF REORGANIZATION

January 2022

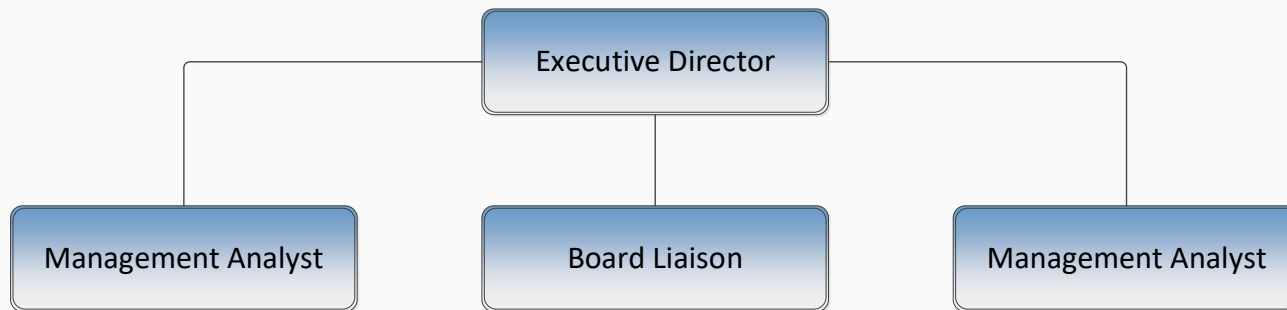
Reorganizational Process

- 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**

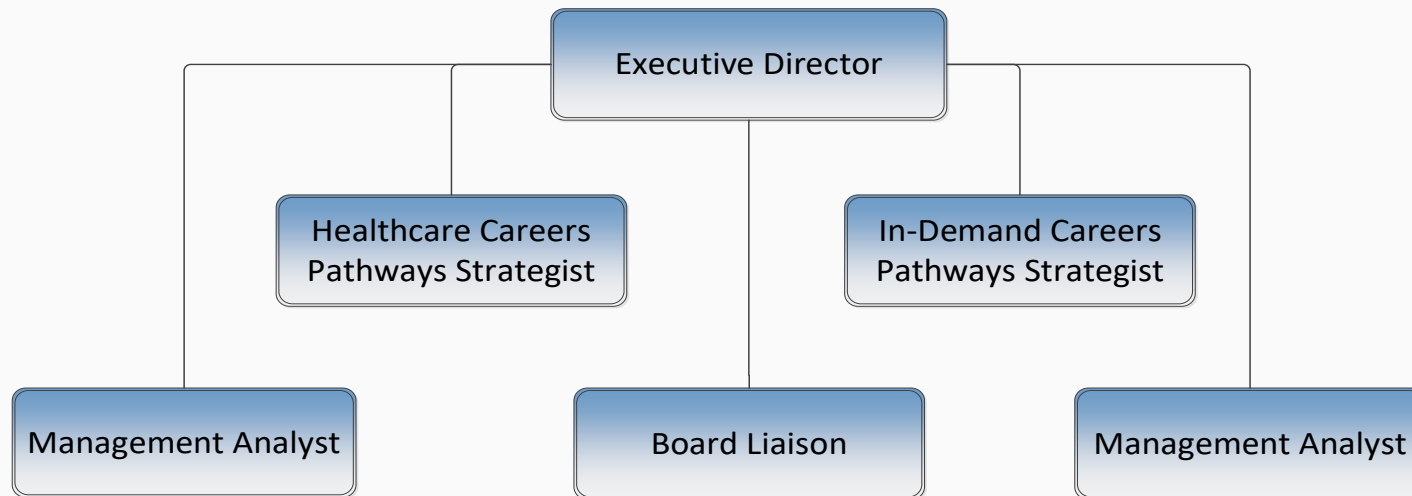
Required:

- 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?





MARICOPA COUNTY JOB DESCRIPTION

In-Demand Careers Pathway Strategist

MARKET RANGE TITLE: Special Projects Manager

DEPARTMENT: Assistant County Manager's Office

DIVISION: Workforce Development Board

FLSA STATUS: Exempt

CLASSIFIED/UNCLASSIFIED: Unclassified

POSITION NUMBER: TBD

JOB CODE: TBD

POSITION OVERVIEW

About the Position

Are you an innovative individual that seeks a challenging opportunity to improve the labor shortage in Maricopa County? Then join our team as the In-Demand Careers Pathway Strategist and address the labor shortages in the most in-demand careers in Maricopa County. The In-Demand Careers Pathway Strategist will seek out and partner with public, private, and community-based entities to identify the barriers to the in-demand careers, identify existing efforts to respond to these barriers, assess industry needs, and develop a comprehensive strategy to meet industry demands for personnel needs of Maricopa County. As the In-Demand Careers Pathway Strategist, you will facilitate stakeholder groups to reverse the labor shortages, and in turn, improve the quality of life for Maricopa County residents and businesses.

About the Office of the Workforce Development Board

The Maricopa County Workforce Development Board assists the Board of Supervisors in strategic planning, oversight, and evaluation of the local workforce development area. As County leaders, we represent various individuals, businesses, and organizations throughout the local area. We serve as a strategic convener to promote and broker effective relationships between the County and economic, education, and workforce partners. The Workforce Development Board maintains strategic and strong relationships with business organizations, chambers of commerce, labor and trade associations, education providers, and others as needed or required.

POSITION QUALIFICATIONS

We recognize your time is valuable, so please apply if you meet the following required qualifications.

Education

- Bachelor's degree in Human Resources, Business Administration, Public Administration, or related area

Experience

- Four years of related professional administrative experience managing projects and conducting complex research and analysis
- Three years of professional experience in a strategic level environment

Combined education and experience qualifications

- A combination of post-secondary education and/or job-related experience may substitute for the minimum qualifications on a year-for-year basis

Our Preferred Candidate has

- Experience in human resources and/or workforce initiatives

- Experience in facilitating and convening stakeholder groups
- Proficiency in project management
- Excellent analytical skills and creative problem-solving skills
- Experience navigating government entities

ESSENTIAL JOB TASKS

The tasks listed are a representation and not an all-inclusive list of essential job tasks for this position.

- Assess and inventory Maricopa County the in-demand industry needs and education and training programs, including identifying gaps
- Works with all stakeholders in the in-demand industries to identify existing and develop new career pathways to alleviate labor shortages
- Develops partnerships, promotes teamwork and coordinates implementation plans with employers, educators, community-based organizations, public entities, and other stakeholders in the local in-demand areas
- Develops short and long-term recommendations to address gaps to meet industry needs
- Informs the Maricopa County Workforce Development Board (MCWDB) about possible career paths, including identifying impacts and concerns
- Creates and manages project plans and completes project materials and deliverables on time
- Ensures the accuracy of all work related to the development and implementation of workforce strategies
- Facilitates stakeholder involvement and collaboration needed to recommend feasible policies among private providers, business partners, educational and training institutions, and other government agencies
- Works in partnership with the Maricopa County Human Services Department Workforce Development Division to develop strategies to address the workforce development needs, including but not limited to job fairs, job training, and funding of apprenticeship programs
- Identify existing local efforts in career pathways and identify ways to maximize those relationships
- Serves as a resource for MCWDB members and staff regarding in-demand career pathway trends in Maricopa County, the State of Arizona, and nationally

Working Conditions

- Work is performed in an office environment and requires long periods of sitting, reading, and typing
- May require travel to program sites
- Must be able to occasionally travel for a day and overnight trips for training and conferences
- Must possess or have the ability to obtain a valid Arizona driver's license at the time of hire
- Must complete background check and fingerprint identification upon hire to successfully secure and maintain a Level 1 DPS Fingerprint Clearance Card.

SELECTION PROCEDURE

The Maricopa County Human Resources Department reserves the right to admit to the selection process only those candidates considered to be the most highly qualified. Those selected will be assessed based on the evaluation of listed education and experience. The hiring authority will interview and select the successful candidate from a list provided by Human Resources.

All offers of employment made to new hires and rehires at Maricopa County are contingent upon successful completion of a post-offer, pre-employment thorough background investigation. A background investigation is conducted on a current employee who changes to a safety-sensitive position or has the potential for serious adverse impact on the integrity or efficiency of the County. These requirements do not pertain to employees of elected officials who undergo background investigation processes administered through their respective offices.

Maricopa County is an EEO/ADA Reasonable Accommodation Employer.

Attention Current Maricopa County Employees: As of 1/1/2022, the Judicial Branch of Arizona in Maricopa County will formalize themselves as a separate entity and employer from Maricopa County. To learn more about how that may affect you, please click [here](#).



Information/Discussion/Possible Action.

MCWDB Executive Committee:

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 Executive Committee:

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.

Title 1B 2nd Quarter Report

*October 2021 -
December 2021*

2nd Quarter Report



Title 1B: Workforce Development Division

Quarterly Operations Report
Program Year 2021

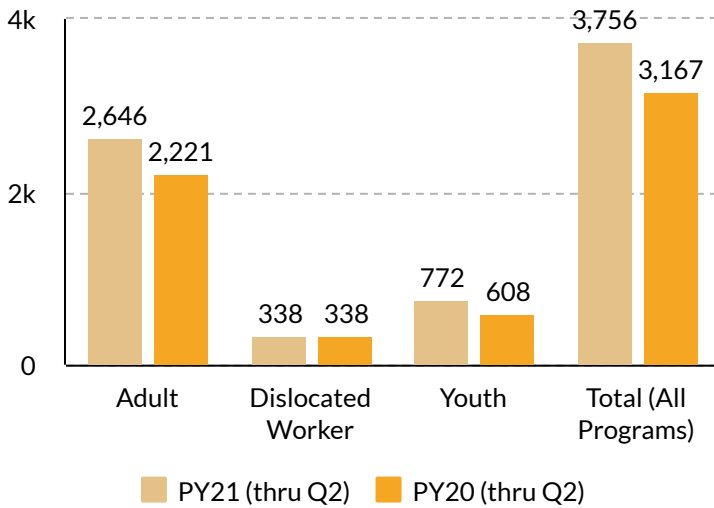
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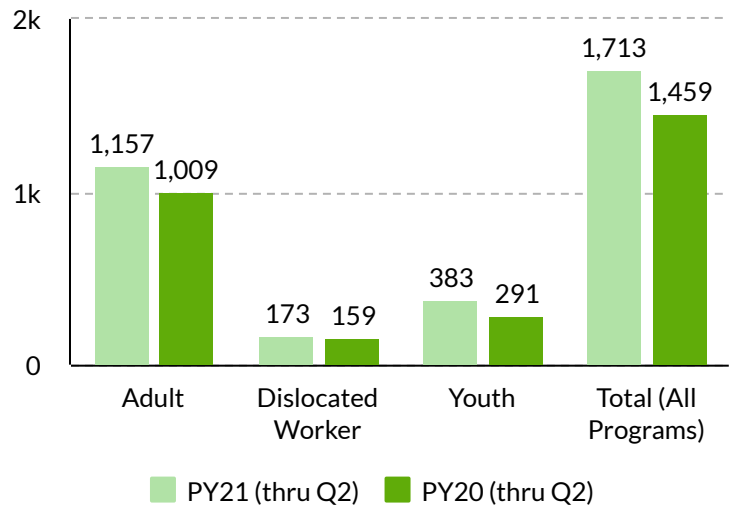
Quarterly Participation

Through the 2nd Quarter, the Workforce Development Division served 3,756 participants across the three WIOA Programs. **This represents a year-over-year increase of 19%** from the same time frame of Program Year 2020. By the same metric, Training Service participation increased by 18%.

Program Participation

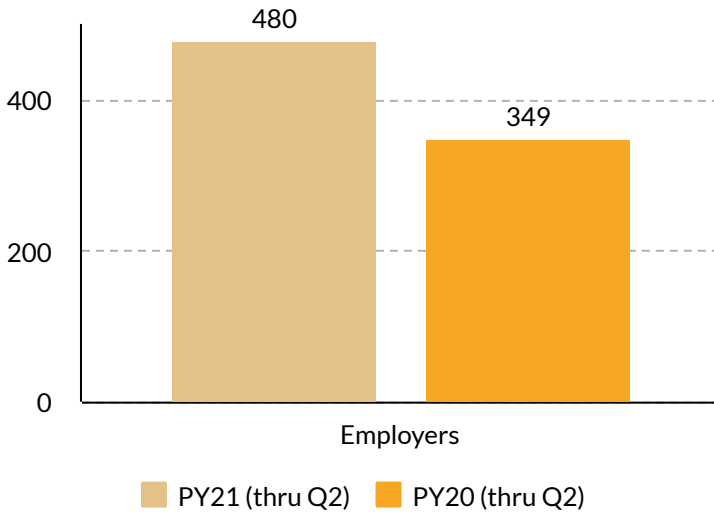


Training Service Participation

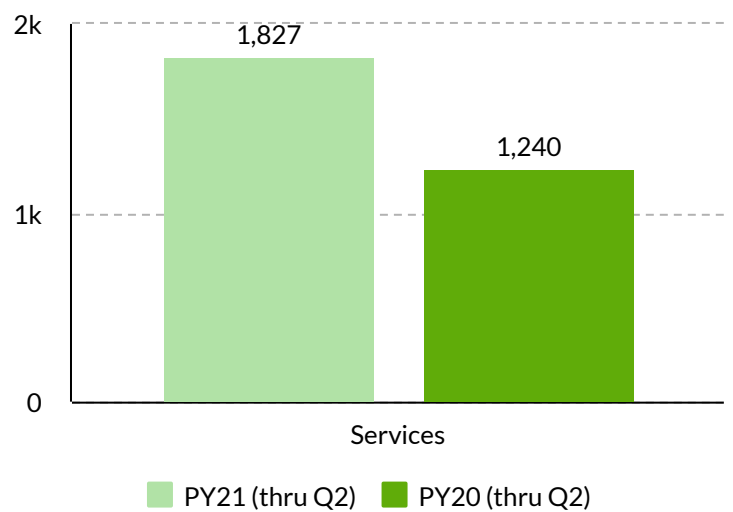


Through the 2nd Quarter, the Business Services team served 480 employers, a year-over-year increase of 38%. **Total services delivered to employers increased by 47%.**

Employers Served



Employer Services



Highlights



38% increase in employers served



Served 3,756 participants (YTD thru Q2)

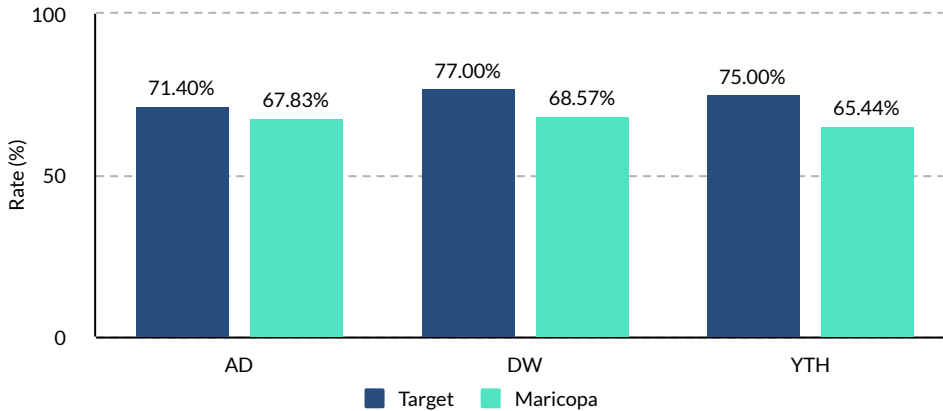


47% increase in services delivered to employers

WIOA Performance

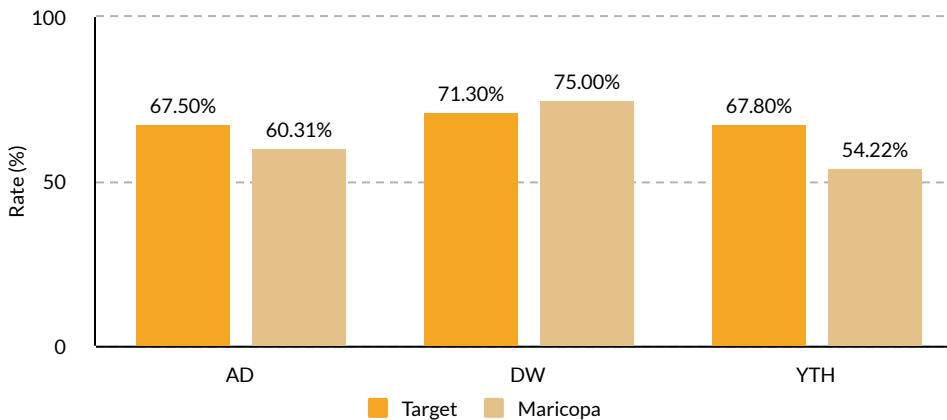
Through the 2nd Quarter of PY21, Maricopa County is exceeding the negotiated performance levels in 6 of the 15 WIOA Performance Indicators across the all Programs. In an additional 2 measures, Maricopa County is meeting (within 90%) of the negotiated levels.

2nd Quarter Placement Rate



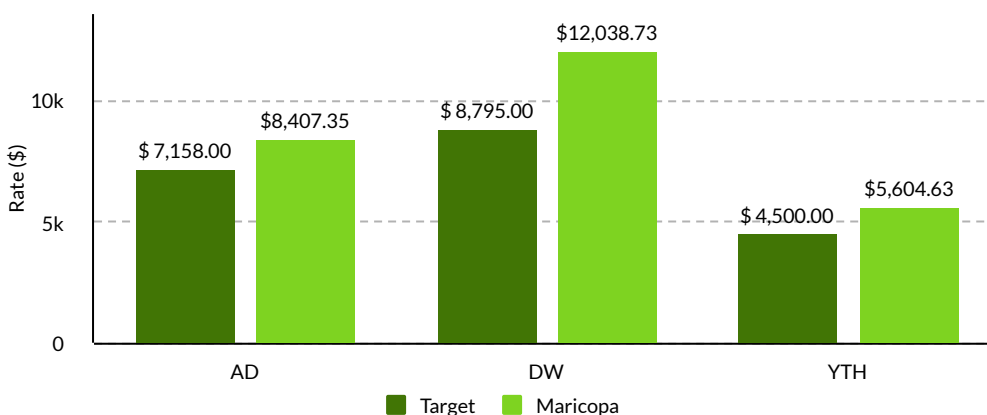
Employment Rate (2nd Quarter After Exit): The percentage of participants who are in unsubsidized employment (or education/training activities for Youth Program participants) during the second quarter after exit from the program

4th Quarter Placement Rate



Employment Rate (4th Quarter After Exit): The percentage of participants who are in unsubsidized employment (or education/training activities for Youth Program participants) during the fourth quarter after exit from the program

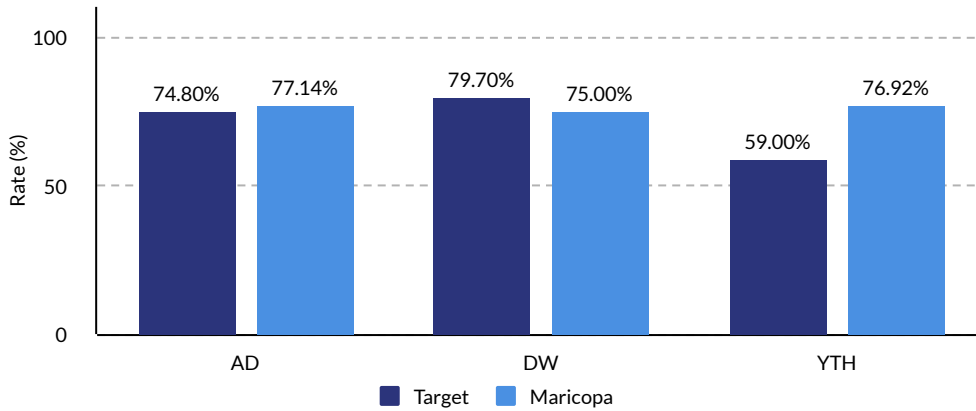
Median Earnings



Median Earnings (2nd Quarter After Exit): The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.

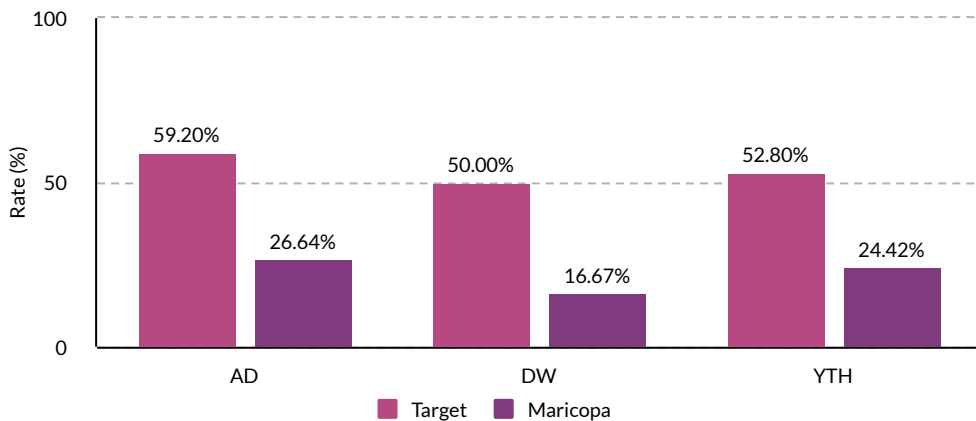
WIOA Performance

Credential Attainment Rate



Credential Attainment: The percentage of those participants enrolled in an education or training program who attain a recognized postsecondary credential or a secondary school diploma/equivalent, during participation in or within one year after program exit.

Measurable Skill Gains



Measurable Skill Gains: The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.

*Note: Measurable Skill Gains is a cumulative measure that has performance added to it throughout the year. As additional performance information comes in, this score will increase and the target should be met.

Highlights



Meeting or Exceeding
8 Measures



Increased 4th Quarter
Rate

Program Highlights

Adult and Dislocated Worker

- The Apprenticeship team engaged and enrolled 165 new program participants into trades related to information technology, electrical and sheet metal apprenticeships.
- As part of the IET partnership with Rio Salado, six students have been working with Rio Salado for GED and/or ESL services and are scheduled to start the Medical Administrative Assistant Program at Phoenix College.
- The WEX program added the St. Mary's Skill Center LIFT Program which gives participants the work experience and training to become a Certified Logistics Associate and Certified Logistics Technician. Three participants registered to begin the LIFT Program's next session on 2/18/22.

Youth

- The Youth RFP was issued and eight contracts were awarded: 6 renewal vendors and 2 new vendors.
- Met with and established a working relationship with the East Valley Institute of Technology Foster Youth Services Coordinator.
- Partnered with Title II providers, Rio Salado Community College and Phoenix College to enroll youth in the first Medical Administrative Assistant Integrated Education and Training (IET) cohort, concurrently providing Adult Basic Education and Occupational Skills Training.

Business Services

- The City of Glendale and City of Mesa will cost-share (with Maricopa County) a community-based Workforce Development Coordinator located at MesaCAN and a City of Glendale Community Center. The community-facing spaces have been readied and plans for employee recruitment are underway. Services at both sites are expected to begin in late Q3.
- The Workforce Development Coordinators, at community-based sites in Wickenburg, Surprise, Tempe and Scottsdale, held:
 - 5 Job Fairs / Hiring Events, with
 - 20 participating employers, and
 - 86 job-seeker attendees, and
 - 23 confirmed hires
- The Business Services Team, at the Gilbert and Glendale Career Centers and employer sites, held:
 - 9 Job Fairs / Hiring Events, with
 - 16 participating employers, and
 - 58 job-seeker attendees, and
 - 11 confirmed hires
- The Footprint manufacturer is hiring for 168 workers and requested recruiting assistance from ARIZONA@WORK Business Services. ARIZONA@WORK Business Services heavily promoted the requested in-person job fair and provided staff assistance at the Footprint facility. In total, 18 candidates participated in the event, and there have been four confirmed hires. Footprint has requested ARIZONA@WORK Business Services assist with another on-site hiring event at their location on February 23

Youth Success Story

Edward, a Mesa resident, enrolled in the Youth Program with ARIZONA@WORK at the age of 20 to receive assistance with employment, obtaining a GED and Occupational Skills Training. At the time of the enrollment, Edward was low income and living in a sober living home. Edward was uncertain where he would live the following month and explained that if he did not find a job within one week, he would have to move out of the home and had no plans on where to go.

Edward immediately started moving forward with services in the Youth Program and was approved to participate in a paid Work Experience, Financial Literacy Education and GED services. Edward completed these activities, along with participation in Labor Market Information services while in the program.

Edward was undecided on his career path and did not know what his interests were. Edward looked to his Career Advisor for support and guidance along the way and transitioned into the Mentoring element within the Youth Program in January 2021. During Mentoring, Edward participated in selecting topics to work on each month and was committed to the process.

During a Mentoring appointment, Edward participated in Financial Literacy training with the Career Advisor after sharing that he didn't understand where his paychecks were going. Edward was earning minimum wage at a carwash and was trying to save for the future. While reviewing his budget and spending habits, Edward had an *aha* moment! Edward then began making small changes and tracking his spending while keeping a special goal in mind that could potentially change his future. Edward continued to work with his Career Advisor exploring various occupations and found his direction! Edward became excited about an Electrician Apprenticeship and explored the possibility of receiving WIOA training funds to help fund the training. His Career Advisor stressed to Edward the importance of having reliable transportation for this opportunity and how riding the bus or Ubers can be a barrier when it comes to this type of work. Having reliable transportation is also one of the requirements for acceptance into the Apprenticeship.

Edward started with step one and found a friend at the sober living house that would help teach him to drive. We cheered him along as he kept the motivation high to keep this goal a priority. If Edward could obtain a Driver's License and purchase a vehicle in time, Edward could apply for the Arizona Builders Alliance (ABA) Electrician Apprenticeship. Edward reached goal one and passed the exam to get his Driver's License.

While working on goal one for months, Edward had been behind the scenes saving, saving, & saving. The following month after getting his Driver License, Edward's Mentoring appointment was held in the Mesa Youth Hub. Edward attended the appointment and shared the amazing news.... he purchased his first car! Edward has NO family support and achieved this goal all by himself while saving and making smart financial choices.

During this appointment, Edward said he felt ready to take the leap and apply for the ABA Apprenticeship. To be eligible for the acceptance into the apprenticeship, potential apprentices are required to secure employment with one of the employers from a list ABA provides. His Career Advisor worked with Edward on interviewing skills and best practices in the workplace, including researching *each* employer on the provided list and how to connect with the employers.

Youth Success Story

Soon after, Edward emailed us and relayed that he needed to talk and that it was urgent. Edward was hired by JFK Electrical Contracting and was officially accepted into Arizona Builder Alliance Apprenticeship!!!

Today, Edward is loving his new job with JFK Electrical Contracting while also using tools and boots that ARIZONA@WORK was able to assist him with. Edward attended his first day of the Apprenticeship on January 10, 2022 and couldn't be more proud of himself. Edward has gained so much confidence while working with JFK Electrical since 11/30/2021 and is continuing to grow while experiencing new things that will result in a lifetime career.



Edward and his new car!!!

Contact Information

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Information/Discussion Only.

Strategic Plan Update

Maricopa County Workforce Development Board

Executive Committee in Special Session

Strategic Planning Workshop

February 9, 2022

Attendance

Board Members in Attendance:

- Matt McGuire, Chairman
- Bonnie Schirato
- Erik Cole
- Shawn Hutchinson
- Leah Hill
- Loren Granger

Maricopa County Workforce Development Board (MCWDB) Staff in Attendance:

- Steve Clark
- Deseret Romero
- Kennedy Riley
- Nancy Avina
- Ron Drake

Agenda

1. Overview of the role of the local workforce board

Using the Workforce GPS paper, *The Local Workforce Board, Architects of the Workforce Development System* as a guide, four appropriate roles for the local workforce board were reviewed in some detail: Convener, Optimizer, Manager, and Strategist

2. Overview of the strategic planning process

The plan for the strategic planning initiative was laid out, including definitions of the key components of the strategic plan:

- | | |
|-----------|--------------|
| • Vision | • Strategies |
| • Mission | • Tactics |
| • Values | • Metrics |
| • Goals | |

3. Discussion questions

Three questions were posited, and each board member was asked to provide a detailed response.

Observations

Question One: Why do you serve on this board?

The ability to make a difference and to have a real, positive impact was cited multiple times.

Building relationships, eliminating “siloes” within the service delivery ecosystem and “connecting dots” were mentioned in some way in most responses.

Confidence in the current staff of the MCWDB is high, and the board sees its role as setting policy and empowering that staff, and not as micro-managing it.

Comments of note:

Bonnie Schirato: “If I can’t add value, I don’t want to serve...This body must be the connector between jobseeker and employer...As I’ve grown and become more proactive and less reactive, I value this body more.”

Erik Cole: “We need to bridge the gaps between our services. Homelessness, mental health and collective community health are workforce issues.”

Chairman McGuire: “It has been great to hear this conversation. These board members have a passion for finding great jobs for great people...I volunteered to chair this board because I value progress over perfection, and it is great to see how far we’ve come...There is no more important time for this body’s work than now.”

Shawn Hutchinson: “We’ve been a rubber stamp for a staff-driven system. We’ve spent more time learning than contributing. This board has all the pieces but lacks an overall marketing piece...Serving on this board gives me more ideas about our own recruitment and development efforts...We have the most professional level of staff ever...The board should set policy and let the staff execute it.”

Leah Hill: “I serve to help individuals find meaningful fulfillment. We must make work sexy again.”

Question Two: Describe the Maricopa County Workforce Development Board in its ideal state.

The perception of the body was cited numerous times, particularly the need to be seen as an authoritative or “go-to” source for workforce-related resources. The need for an effective marketing/public outreach campaign was discussed in several responses.

Comments of note:

Chairman McGuire noted the need for relationships among the board members and leveraging the diverse backgrounds and skills of the members to optimize the board’s impact. He noted that when he joined, the focus of the body was much more on compliance and administrative details than impact. He

noted the work of the marketing committee in education and outreach to the public and particularly to employers.

Bonnie Schirato: I want us to be the obvious answer, the go-to source for perspective on workforce issues. Employers need to be aware of the work we do. Our responsibility is to set direction, clear the path and get out of the way.

Erik Cole: We should be agile, informed and reliable. A lot of the workforce system is not well understood. It takes, knowledge, skill, empathy and a range of services to move people to employment and the community to economic success.

Loren Granger: We should be the number one source for information. To market ourselves that way, we need to address all compliance issues. We must confirm OSO reports and data and be able to confirm the performance of OSO.

Shawn Hutchinson echoed Chairman McGuire's call for better relationships and collaboration among the members. Service providers are the primary sources for connection. Services start with WIOA; they don't end there.

Leah Hill: We should be more innovative and more proactive. At next recession or pandemic, we should not be scrambling to reinvent the wheel. We must be the champions of workforce, filling employment needs before the needs exist. We must be seen as leaders in thought and action.

Steve Clark: We should be a model for other workforce boards. We must help the labor market fill its gaps. People don't know who we are or what we do.

Question Three: Describe the role of the Maricopa County Workforce Development Board in making that vision a reality.

Chairman McGuire: A key is to get the committees rolling and leverage their insights into action. Committees must be more doers than talkers, but that requires forethought and innovation from the Executive Committee.

Leah Hill: We must leverage existing relationships and build new ones with jobseekers, employers and educators to change the narrative regarding career preparation and education through effective pathways models.

Bonnie Schirato: We must build and execute a marketing strategy, including an understanding of the user lifecycle.

Erik Cole: We should be looking forward and helping build the workforce of the future. Workers have to understand technology, including UI and big data. We have to address the digital divide and enable digital competencies.

Loren Granger: Our primary focus needs to be on compliance. After that, marketing is the key piece.

Shawn Hutchinson: We need to become the authoritative voice. The board must be engaged and ask questions. We should rely on staff to evaluate board ideas.



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

February 17, 2022

Outline

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

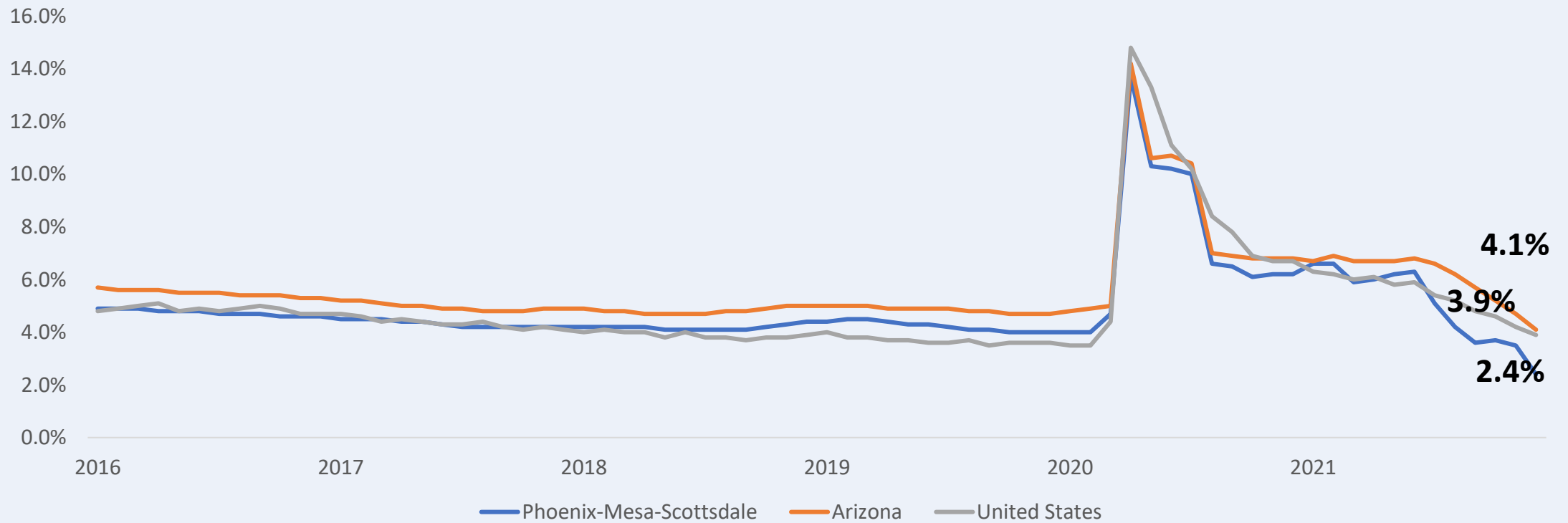
Current Labor Trends

Unemployment Rate

- The local area unemployment rate (2.4%; December) and Arizona unemployment rate (4.1%; December) are both at their lowest levels on record.
- The Phoenix MSA employs 101,613 more workers (Civilian Labor Force) December 2021 than it did in February 2020.
 - Across the State, every MSA employs more workers December 2021 than February 2020.

Unemployment Rate

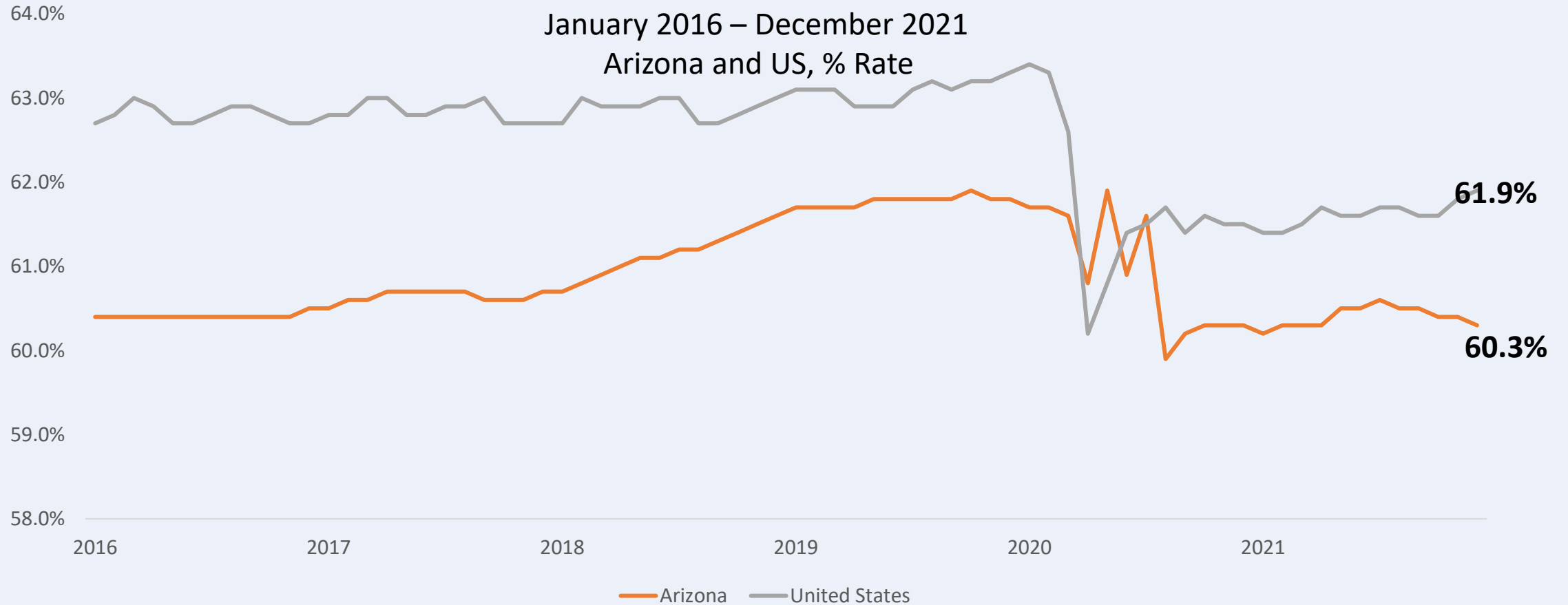
January 2016 – December 2021
Phoenix, Arizona, and US, % Rate



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

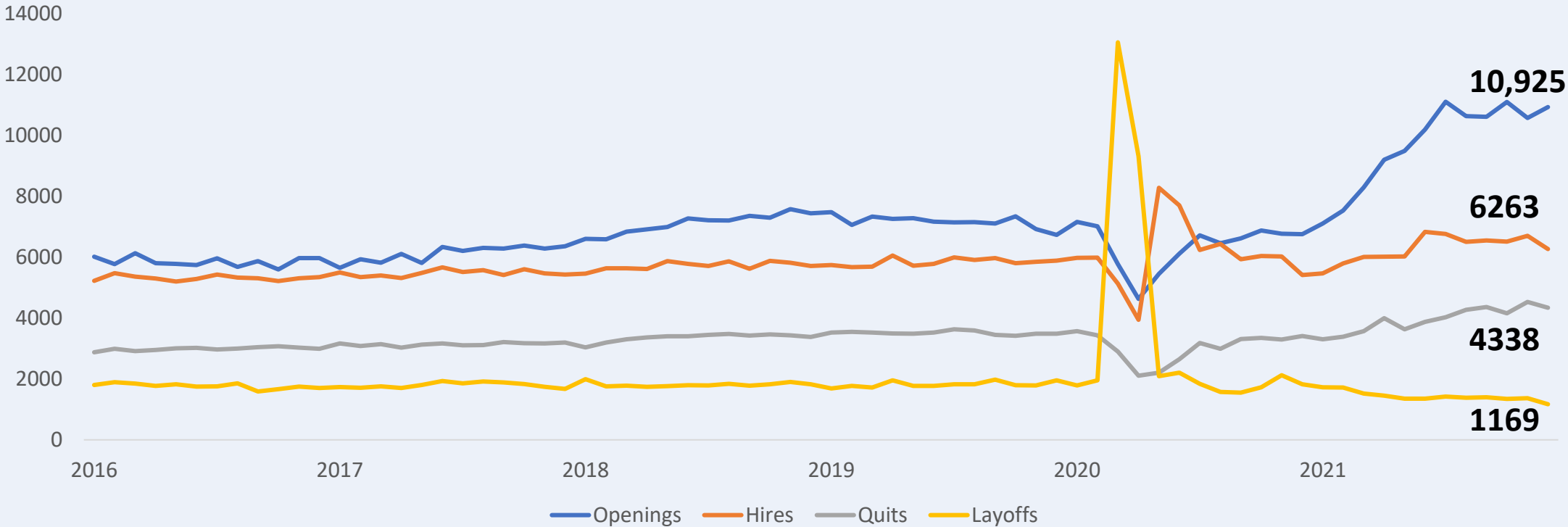


Job Openings and Labor Turnover Survey (JOLTS)

- 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:
 - 16 of the 17 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 – December 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](https://laborstats.gov)

Employment Projections

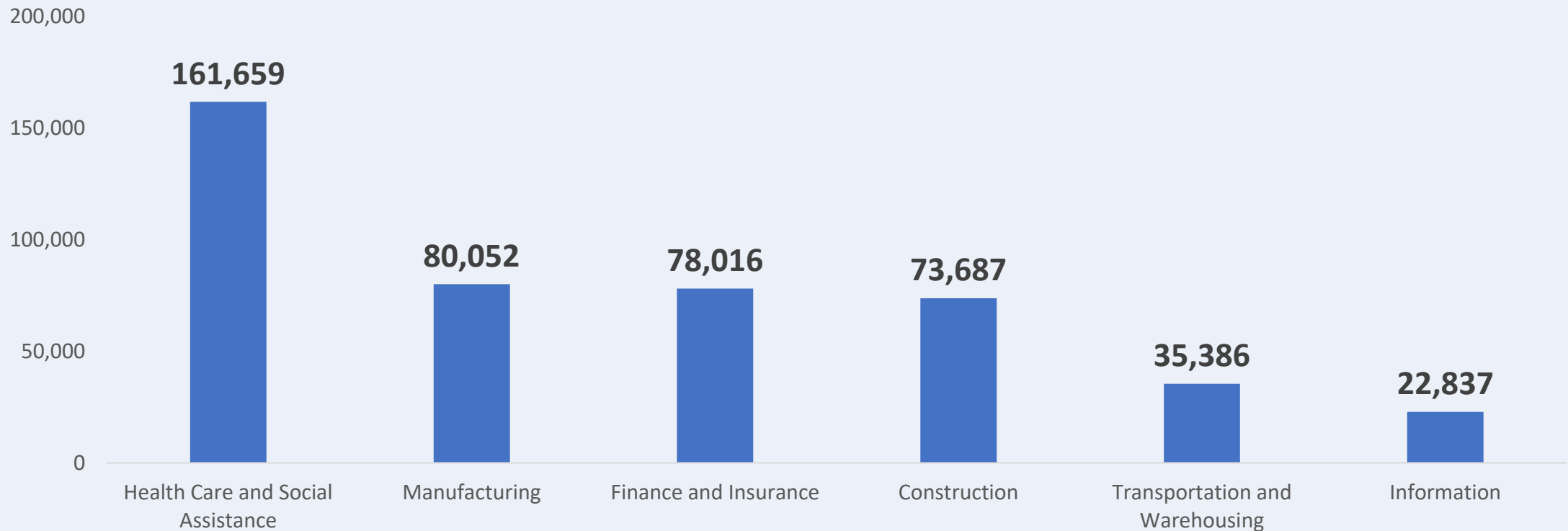
- In 2020, the Bureau of Labor Statistics (BLS) estimates that **1,188,617** workers were employed in businesses in “Balance of Maricopa” (excluding City of Phoenix businesses).
- The BLS expects that number to grow by **36%**, to **1,611,109** by the year 2030.

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

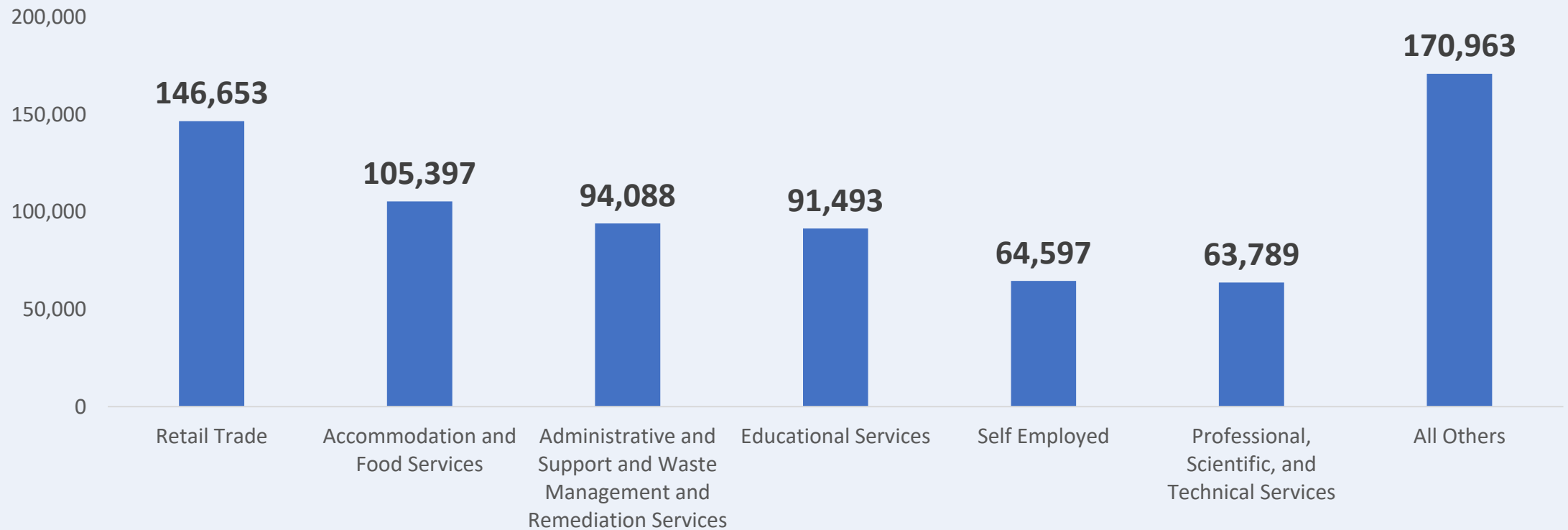
2020 Employment Estimate
Balance of Maricopa



2020 Industry Employment Estimates

Other Industries

2020 Employment Estimate
Balance of Maricopa

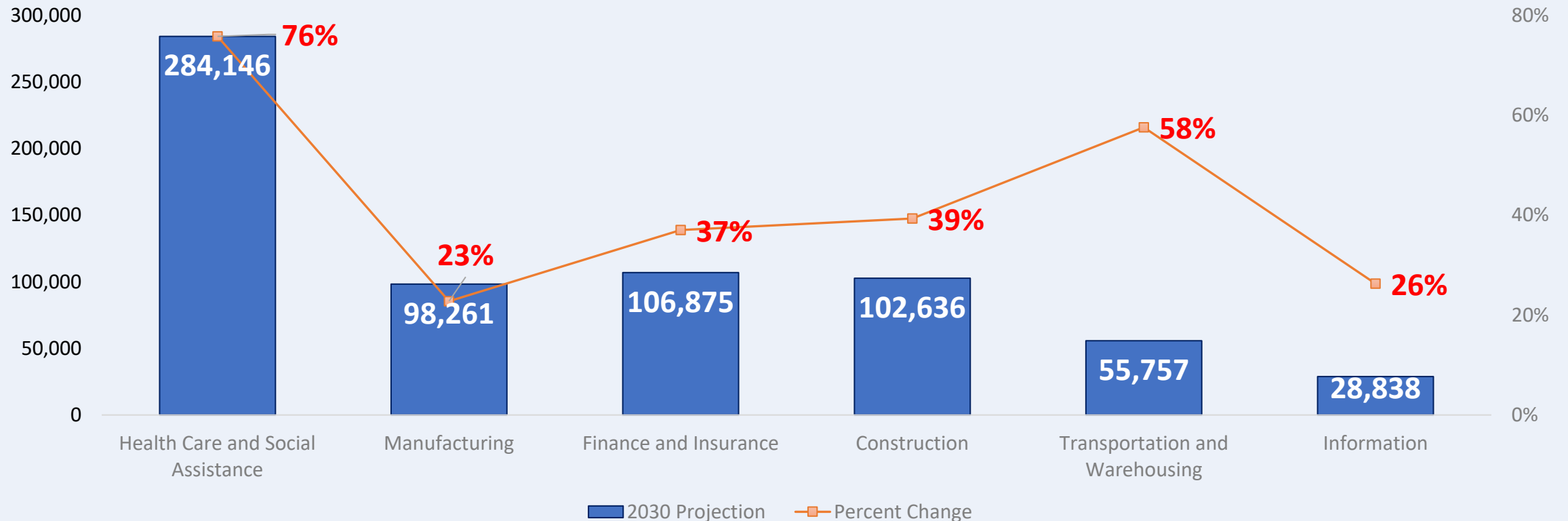


In-Demand Industry Projections

- 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.

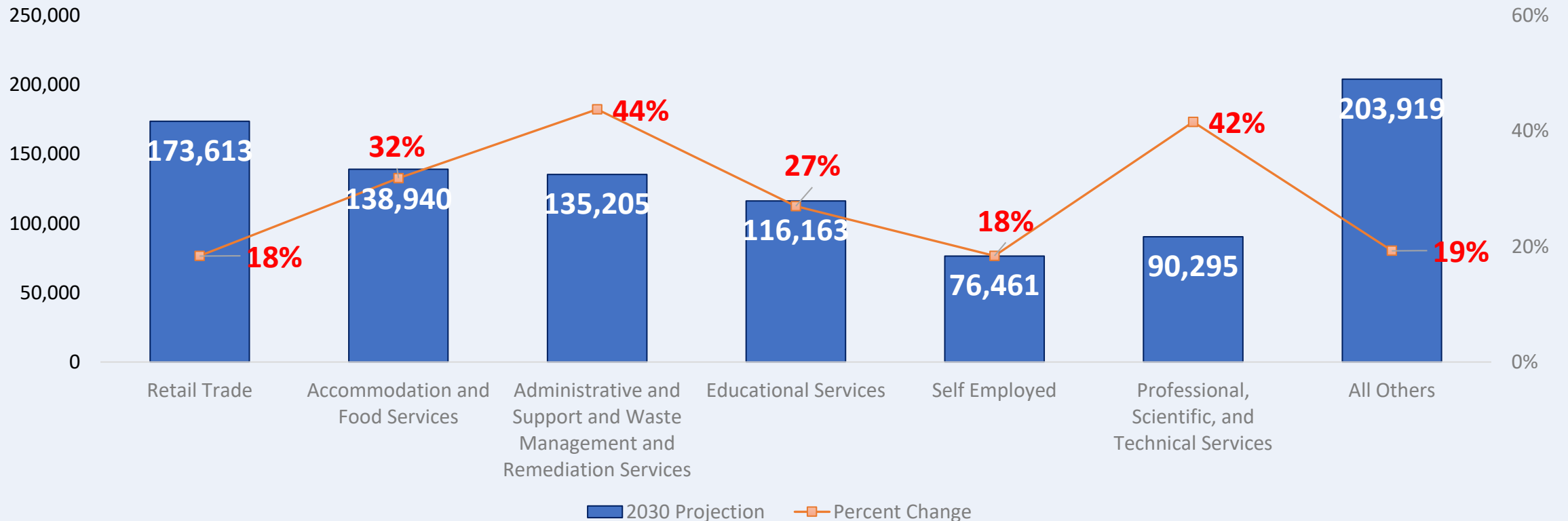
2030 Industry Employment Projections Maricopa LWDA In-Demand Industries

2030 Employment Projections
Balance of Maricopa



2030 Industry Employment Projections: Other Industries

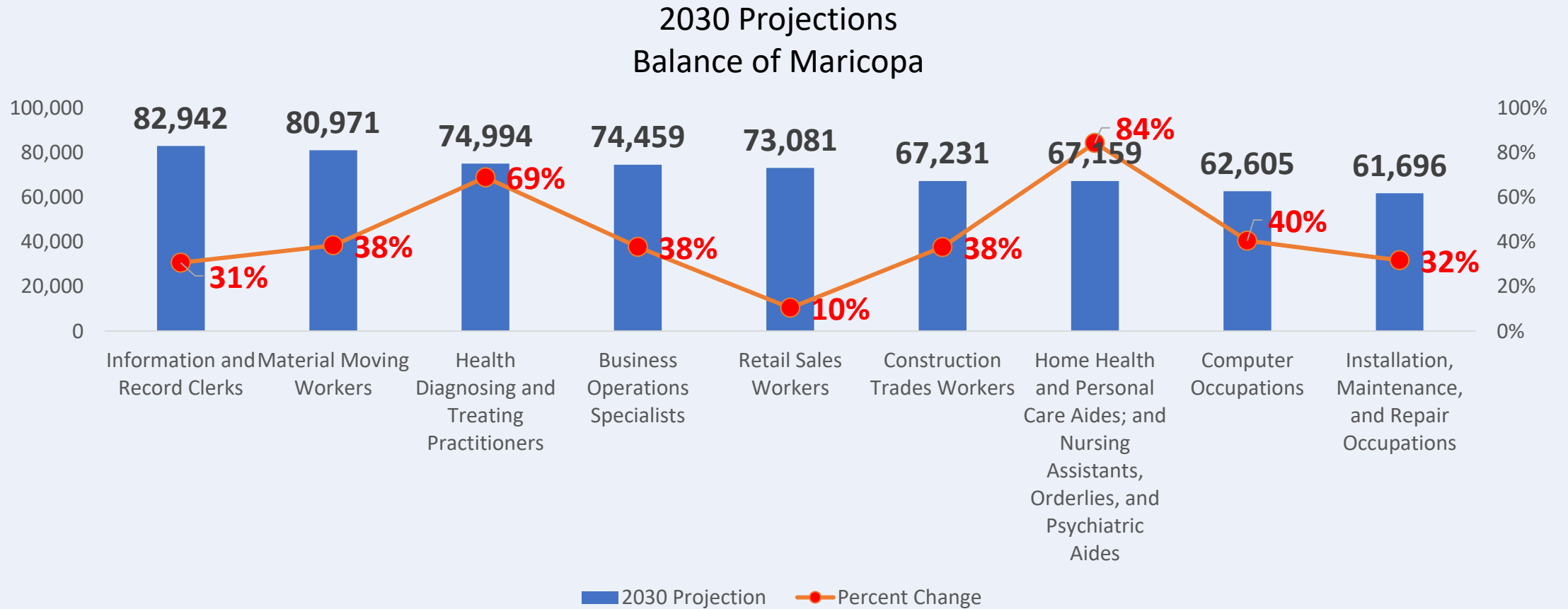
2030 Employment Projections
Balance of Maricopa



Occupation Projections

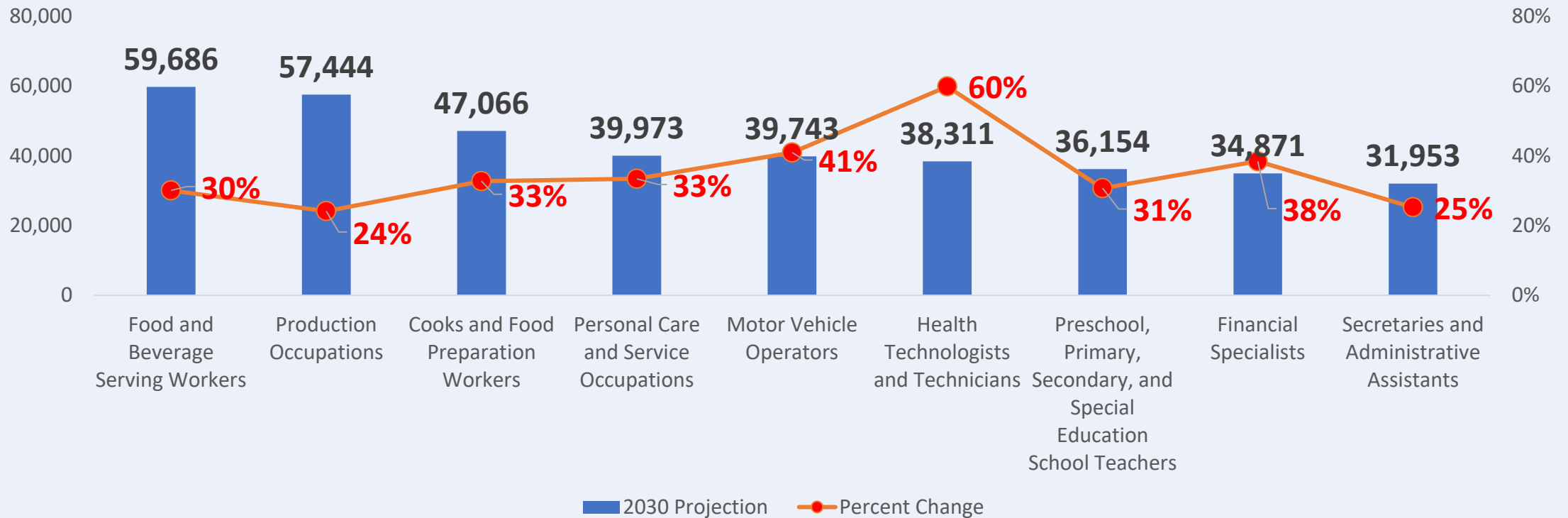
- The Standard Occupation Classification (SOC) System identifies hundreds of occupations based on a six-digit classification system.
- Following are the occupations, based on the first two-digits of SOC, projected to have the largest employment base by the year 2030, and the projected percent increase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

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