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

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

Thursday, March 17, 2022 – 9:30 a.m.
https://www.gotomeet.me/MaricopaCountyWDB
Phone: +1 (872) 240-3212; Access Code/Meeting ID: 167-097-701

The Agenda for the meeting is as follows:
Indicates materials attached, please review/read prior to meeting.

1. Call to order.

2. Roll Call.

3. Welcome and Opening Remarks.

4. Consent Agenda.
   For Possible Action.
   The Committee will consider and vote on the items on the consent agenda. Consent agenda is established to efficiently dispense the business of the MCWDB. These items will not be discussed unless a Member of the Committee asks to remove the item from the consent agenda.
   a. Meeting Minutes: February 9, 2022*
   b. 2022 Title IA Governance Monitoring Letter- 1st Quarter*

5. Chairman Report.
   Discussion Only.

6. Information/Discussion/Possible Action.
   a. Fiscal Reports*
   b. One Stop Operator Contract Extension*
   c. One Stop Operator Procurement

7. Information/Discussion Only.
   a. Strategic and Local Plans Workshop*
   b. One Stop Operator Needs Assessment Analysis*

8. Call to Public.

9. Adjourn.

NEXT MCWDB EXECUTIVE COMMITTEE MEETING: MAY 19, 2022

Consent Agenda.

Meeting Minutes

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

Thursday, February 9, 2022 – 9:00 a.m.
https://www.gotomeet.me/MaricopaCountyWDB
Phone: +1 (872) 240-3212; Access Code/Meeting ID: 167-097-701

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

Members Absent:

MEETING

Call to Order.
Chairman Matt McGuire called the meeting to order at 9:00 a.m. and requested a roll call vote.

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

Welcome and Opening Remarks.
Chairman Matt McGuire welcomed the Executive Committee and guests. Chairman McGuire then provided a brief review of the Board's vision, values, and goals.

Consent Agenda.
Meeting Minutes: January 20, 2022

Chairman McGuire asked for a motion to approve the Consent Agenda as presented. Bonnie Schirato made a motion; Loren Granger seconded the motion.

Chairman McGuire called for an all-in favor vote:

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

Opposed: None
Abstained: None
Motion passed.

Chairman Report.
No Report.

Informational/Discussion Only.

Strategic and Local Plans Workshop.

Chairman McGuire introduced CEO for Partnership for Workforce Innovation Trevor Stokes.

Mr. Stokes shared his expectations for the development of the MCWDB Strategic Plan for the Committee's consideration. Those points included:

- Meeting Objectives
    - Development of Draft Vision Statement
    - Development of Draft Mission Statement
    - Workshop Summary Report

- The Local Workforce Development Board Roles and Responsibilities
    - The Convener: Brings partners together, align services and vision
    - The Strategist: Understanding Trends, Setting the Collective Vision
    - The Optimizer: Use Data to Drive Decisions, Continuous Improvement
    - The Manager: Design and Manage Customer-Centered Service Delivery

- Strategic Planning Lifecycle
    - Mission
    - Vision
    - Goals
    - Strategies
    - Tactics
    - Metrics
    - Evaluation

Mr. Stokes then proceeded to engage with the Committee on the following questions for development of the meeting's objectives.

Why do you serve on this body?

Executive Committee Member Erik Cole
- Board Member: 1 year
- Works at ASU Downtown Campus with a focus on community solutions, including workforce opportunities.
- Important to take a collaborative approach to direct services, rather than working in silos.

MCWDB Member Leah Hill
- Board Member: Under a 1 year
- 15 years of experience in workforce, specific to healthcare
- Would like to see the ARIZONA@WORK at the forefront of workforce services.

Executive Committee Member Shawn Hutchinson
- Board Member: Since 2008
- Importance of understanding the WIOA and the opportunities, which may take years.
- Appreciates the diversity of the current Board's professional experience, only missing the marketing expertise.
- Appreciate the great quality of the current MCWDB staff.

MCWDB Executive Director Steve Clark
- Thank you for the positive comments on the MCWDB staff.
- Importance for the MCWDB staff to carry out the MCWDB Board's direction and to build relationships with our various partners.

Executive Committee Member Loren Granger
- Board Member: 2 years
- Professional focus on staffing, including diverse talent, low income, veteran talent, and local job seekers. Provides job seekers with additional coaching during interview process to help them to better their interview skills.

Executive Committee Member Bonnie Schirato
- Chief Healthcare Officer for Trinity Healthcare, one primary focus being the Silver Sneakers.
- Prior to the pandemic, MCWDB was discussing the upcoming workforce shortages. Now the pandemic has moved the shortages that much further.

Executive Committee Chairman Matt McGuire
- Chairman: Little less than 1 year
- Philosophy of "progress over perfection"
- 6 years Human Resources experience at Chance Healthcare
- Excited to make a difference in the community.
- Concurs with Lorne on the importance of diversity in workforce.

Describe the Maricopa County Workforce Board in its ideal state.

Mr. Stokes noted that the idea is to not change the MCWDB but simply how to improve it.

Executive Committee Chairman Matt McGuire
- Looks forward to in-person meetings for building relationships
- The MCWDB had previously needed to focus on compliance, however, now would like to see the bulk of time spent on innovative ways to improve services to jobseekers and employers. (Example: Marketing)

Executive Committee Member Shawn Hutchinson
- Concurs that in-person meetings allow for better relationship building.
- Becoming the primary workforce source for job seekers, as the foundation is there to meet this goal.

Executive Committee Member Bonnie Schirato
- Becoming the primary workforce source for job seekers and employers when they come to our community.
- Continue to build trust and relationships.
- Being a Board that sets the direction, clear the path, and get out of the way.

Executive Committee Member Erik Cole
- Previous comments have been spot on.
- Being a Board that is agile, informed, and reliable.
- Marketing
- Focus on client needs, including non-standard services.
- Favorite part of MCWDB meetings is the success stories.

Executive Committee Member Loren Granger
- Main focus being the primary resource for job seekers.
- Remain compliance focused.
- Ensuring that the One-Stop Operator is doing what needs to be done.

MCWDB Member Leah Hill
- Focus on innovative ideas to get ahead of the curve.
- Planning for future opportunities and strategies, as to be prepared for a similar situation as the pandemic effected workforce.
- Filling the pipelines and filling the employment needs before the need arrives.

MCWDB Executive Director Steve Clark
- Would like to see a focus on data to measure our successes.
  o Creating performance matrix to see how we are doing.
- Identifying ways to solve education and workforce problems differently.
- Create a marketing plan to better inform the community of our services. Many do not know about us.
- Filling the gaps by collaborating with stakeholders like educators and employers.

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

Executive Committee Chairman Matt McGuire
- Committees rolling into action.
- Improving performance data.
- Having the Executive Committee take the lead on innovation.

MCWDB Member Leah Hill
- Improving education
  o Turning students into the future workforce
  o Breaking down the stereotype that university is the only option available

Executive Committee Member Bonnie Schirato
- Marketing
- Looking at lifecycle of job seekers and employers

Executive Committee Member Erik Cole
- Focus on gig economy and the future careers
- Focusing on other future career pathways

Executive Committee Member Loren Granger
- Compliance of One-Stop Operator
- Marketing

Executive Committee Member Shawn Hutchinson
- Marketing
- Focusing on the new digital divide (technology side vs. on the ground tasks)

MCWDB Executive Director Steve Clark
- Relationships with current stakeholders and new stakeholders

Mr. Stokes thanked the Committee for their work at the workshop and would be following up within the next few days with a report summarizing the Committee's discussion.

Call to the Public.
No one spoke.

Adjourn.
Chairman McGuire adjourned the meeting at 10:34 a.m.

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

Consent Agenda.

2022 Title IA Governance Monitoring Letter- 1st Quarter

Douglas A. Ducey
Governor

Michael Wisehart
Director

February 25, 2022

Maricopa County Workforce Development Board
701 W Jefferson St Ste 104
Phoenix, AZ 85007
602-506-0153

RE: FINDINGS

Dear Mr. Clark,

The Department of Economic Security (DES) Quality Assurance and Integrity Administration (QAIA) Workforce Innovation and Opportunity Act (WIOA) section, conducted case desk audit file reviews for Maricopa County Workforce Development Board in January 2022. The review determined compliance with WIOA Title I-A Governance requirements. Please note this review did not include an audit of the most recent One Stop Operator certification process, but subsequent audits will include these documents.

Based on the review conducted, there were no findings noted. With the receipt of this letter, please be advised that the review is considered closed.

If you have any questions, feel free to contact me directly at (480) 309-2326 or tarasmith@azdes.gov.

Sincerely,

Tara Smith
WIOA Title I-A Governance Auditor
Quality Assurance & Integrity Administration

Cc: Jacqueline Butera, Quality Assurance & Integrity Administrator
        Stacey Faulkner, WIOA Manager

Information/Discussion/Possible Action.

Fiscal Report

Maricopa County FY2022 WIOA (BTA)Budget to Actuals

MARCH 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

    78% Expended as of February 28, 2022

Service Provider(WDD) = $21,210,296

    Expended YTD as of February 28, 2022
    $ 11,926,308

WDB Approved Budget= $ 1,006,980

    Expended YTD as of February 28, 2022

    $ 396,674

WIOA
Funding by Category

Fiscal Year 07/01-06/30/2022						
FY22 Service Provider (WDD)						
	FY22 Approved Budget	**YTD FY22 AS OF 2/28/2022**	**% Spent YTD**	**Forecast**	**% Forecast**	**Balance Remaining**
Roll Up						
ADULT	13,898,007	7,119,665	51%	13,122,335	94%	775,672
DW	926,266	969,111	105%	826,243	89%	100,023
YOUTH	6,386,023	3,837,532	60%	5,391,612	84%	994,411
Total	**21,210,296**	**11,926,308**	**56%**	**19,340,190**	**91%**	**1,870,106**

Fiscal Year 07/01-06/30/2022						
FY22 Workforce Development Board (WDB)						
	FY22 Approved Budget	**YTD FY22 AS OF 2/28/2022**	**% Spent YTD**	**Forecast**	**% Forecast**	**Balance Remaining**
Roll Up						
ADULT	725,026	285,605	39%	639,209	88%	85,817
DW	90,628	35,701	39%	79,901	88%	10,727
YOUTH	191,326	75,368	39%	168,680	88%	22,646
Total	**1,006,980**	**396,674**	**39%**	**887,790**	**88%**	**119,190**

QUESTIONS?

Contact Information:
Nicole.Forbes@Maricopa.gov

THANK YOU FOR YOUR TIME.

ARIZONA@WORK — MARICOPA COUNTY

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	32,575	57,096	64,056	64,549	64,549	229,766	396,674	868,049	125,682	39%

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	22,437	34,031	38,430	39,111	39,111		172,280	322,963	50,127	46%
TOTAL PERSONNEL	373,090	7,443	40,114	23,852	11,926	21,683	22,388	22,438	22,437	34,031	38,430	39,111	39,111	-	172,280	322,963	50,127	46%
FRINGE BENEFITS																		
TAXES	28,542	558	3,011	1,986	898	1,834	1,685	2,063	1,876	2,603	2,940	2,992	2,992		13,911	25,438	3,104	49%
RETIREMENT	46,300	930	4,978	2,960	1,480	2,643	2,778	2,785	2,785	4,223	4,769	4,854	4,854		21,339	40,039	6,261	46%
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		34,080	56,800	11,360	50%
UNEMPLOYMENT & WORKERS' COMP	2,234	-	372		186					186	186	186	186		559	1,303	931	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	9,205	12,693	13,575	13,712	13,712	-	69,889	123,581	26,906	46%
INDIRECT COSTS																		
INDIRECT COSTS	115,068	-	-	14,762	11,586	-	-	20,348	-	10,373	11,545	11,727	11,727		46,696	92,067	23,001	41%
TOTAL INDIRECT COSTS	115,068	-	-	14,762	11,586	-	-	20,348	-	10,373	11,545	11,727	11,727	-	46,696	92,067	23,001	41%
TRAVEL & TRAINING																		
TRAVEL	30,000	-	-	-	-			14,001	478					15,999	14,479	30,478	(478)	48%
TOTAL TRAVEL & TRAINING	30,000	-	-	-	-	-	-	14,001	478	-	-	-	-	15,999	14,479	30,478	(478)	48%
SUPPLIES																		
OFFICE SUPPLIES	4,500	-	-	464	(15)	20			202						671	671	3,829	15%
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	202	-	-	-	-	-	17,943	17,943	12,107	58%
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	253		506			506	1,629	2,641	609	50%
TOTAL OPERATING SERVICES	20,250	111	853	2,214	3,746	-	-	506	253	-	506	-	-	6,506	7,684	6,054	1,946	38%
TOTAL COSTS	1,006,980	11,314	56,145	54,175	38,620	48,939	75,187	79,718	32,575	57,096	64,056	64,549	64,549	229,766	364,099	868,049	125,682	36%

Information/Discussion/Possible Action.

One Stop Operator Contract Extension

ONE STOP OPERATOR CONTRACT UPDATE

Nancy Avina, Management Analyst

March 17, 2022

One Stop Operator

Current contact expires June 30, 2022

Recommendation #1

Extend the contract for six months
(July 1, 2022 – December 31, 2022)

Thoughts? Questions?

Recommendation #2

Begin procurement process for PY 2022 – 2023

Thoughts? Questions?

Next Steps

- April 22, 2022   MCWDB formal approval

Thoughts? Questions?

Information/Discussion Only.

Strategic and Local Plans Workshop

Maricopa County Workforce Development Board

Executive Committee Meeting

Strategic Planning Workshop

Date: March 17, 2022

Duration: 40 minutes

Attendees:

- Trevor Stokes
- Board Staff
- Executive Committee Members
- Public

Agenda

Process Review	*A review of the process and outputs to date*
Values Survey Results	*Presentation of the results of the values survey and proposed values statements*
Goals	*Establishment of five goals for the board. A logic pattern will guide the conversation as general concepts are refined by the committee members into specific actionable goals.*
Strategies	*Within each goal, 2 or 3 strategies will be established. As with the goals, a logic pattern will guide the conversation, and the inputs of each committee member will be solicited. The strategies will be refined in the coming days.*
Closing and Next Steps	*Actions to be taken prior to the board meeting will be established.*

Maricopa County Workforce Development Board

Values Survey

Results

Introduction/Overview

A survey of Maricopa County Workforce Development Board members was conducted from March 7 through 13 as a component of the board's strategic planning efforts. The inputs of the board's Executive Committee provided the framework and preliminary content for the survey, which was designed to engage the full board in the establishment of values and protocols that will govern the work of the board as it pursues its mission. Twelve board members submitted full responses to the survey.

In the first section of the survey, terms and phrases were organized into four categories based on the outputs of the Executive Committee workshops. Respondents were asked to select up to two terms from each category. In the second section, twelve statements were offered, and respondents indicated a preference for up to three of them.

Questions and Top Responses

Table 1: Category 1: Effectiveness and Impact

Response	Percentage of Responses
Impact	83.3%
Effectiveness	41.7%
Excellence	33.3%
Accomplishments above Activities	25.0%
Courage to tackle big challenges	16.7%
Compliance	8.3%

Table 2: Integrity and Credibility

Response	Percentage of Responses
Integrity	83.3%
Credibility	66.7%
Competence	25.0%
Continuous learning	25.0%
Accuracy of work	8.3%

Table 3: Responsibility and Stewardship

Response	Percentage of Responses
Partnerships	41.7%
Innovation	25.0%
Efficiency	8.3%
Continuous improvement	8.3%
Wisdom	8.3%
Responsibility	8.3%

Table 4: Inclusion and Quality Interactions

Response	Percentage of Responses
Inclusion	41.7%
Respect for those we serve	33.3%
Collaboration	33.3%
Dignity	16.7%
Empowerment	16.7%
Accountability to each other	16.7%
Service Attitude	16.7%
Respect for each other	8.3%
Teamwork	8.3%
Honesty	8.3%
Diversity	8.3%

Table 5: Values Statements

Response	Percentage of Responses
We always to seek to maximize the impact of our work on the individuals we serve.	66.7%
We create impact through partnerships.	50.0%
The principles of honesty, dignity and respect govern our interactions with each other.	41.7%
We protect the integrity of this body via compliance with governing policies.	41.7%
Every activity is carried out with a commitment to excellence.	33.3%
The individual strengths of board members are leveraged for the good of the body.	25.0%
We exhibit the courage to take on big challenges.	16.7%
We value innovation.	16.7%
Our actions always enhance the credibility of this body.	8.3%
We are accountable to each other.	8.3%
Every individual associated with this board is treated with dignity and respect.	8.3%
We are never satisfied and are committed to continuous improvement.	8.3%

Summary and Key Findings

- The board prioritizes impact and wants to engage in work that makes a difference.

- The board wants to develop standing as an authoritative voice on workforce-related issues in Maricopa County and to protect that standing via a culture of integrity and competence.

- The board sees partnerships as the primary vehicle for accomplishing its mission and values its commitment to collaboration.

- The boards want its work model to incorporate the concepts of inclusion and respect.

- The board is motivated by its impact on individual lives and communities.

- The board is committed to integrity and to protecting its credibility by ensuring compliance with governing policies.

The Maricopa County Workforce Development Board

PWI

PARTNERSHIP FOR
WORKFORCE INNOVATION
Making The World of Work Understandable

Trevor Stokes

CEO, The Partnership for Workforce Innovation

Maricopa County Workforce Board

– Strategic Planning Workshop

PW

Maricopa County Workforce Board
– Strategic Planning Workshop

01   **Process Review**
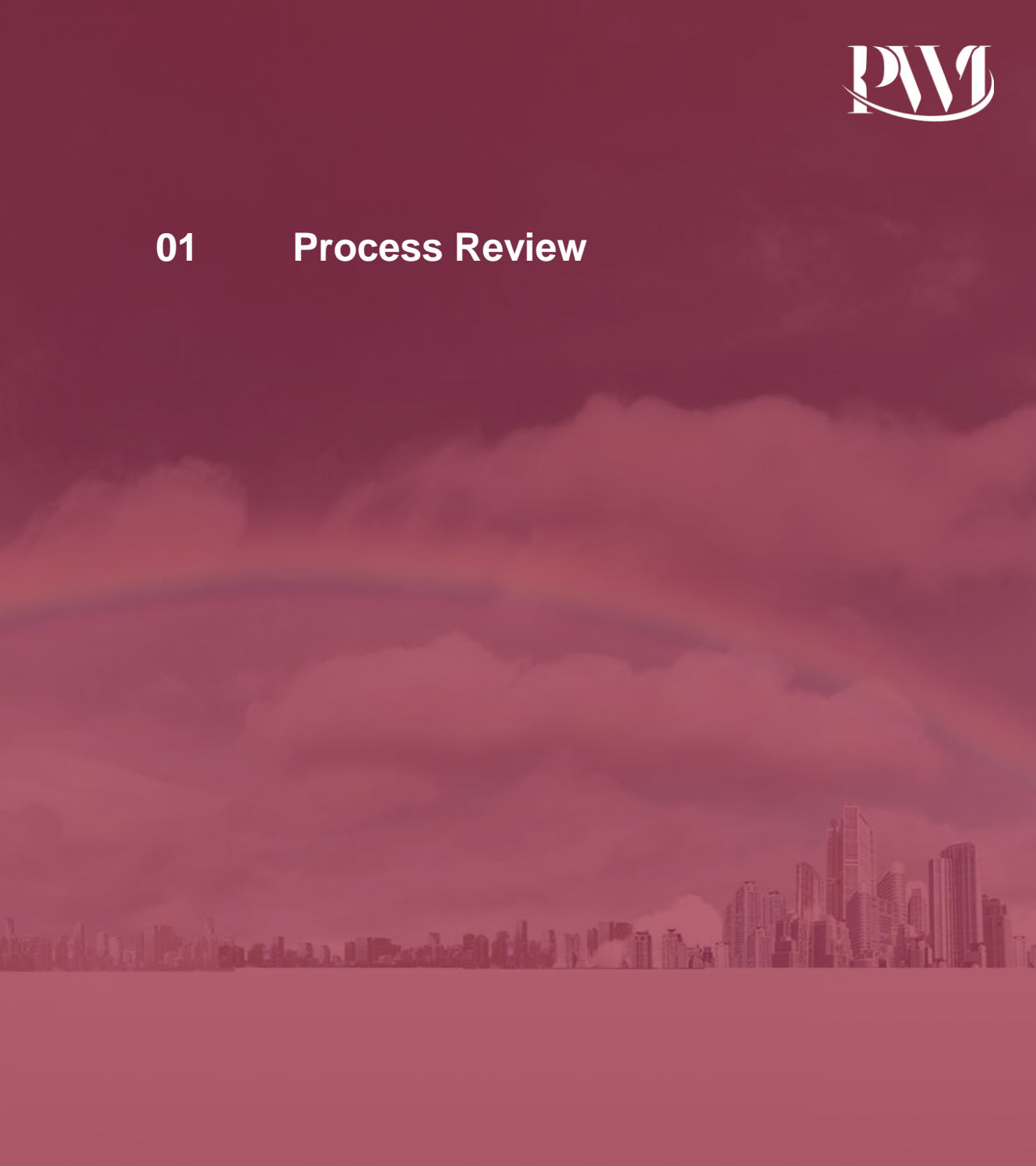
Project Standards

- Inclusion

- Humility

- Impact

- Relevance

The Role of the Local Workforce Board

Local Workforce Development Boards

Chief Architects of the Workforce System

- **Strategist**

- **Convener**

- **Manager**

- **Optimizer**

THE STRATEGIST
Understand Trends,
Set the Collective Vision

THE CONVENER
Bring Partners Together,
Align Services

THE MANAGER
Design and Manage
Customer-Centered
Service Delivery

THE OPTIMIZER
Use Data to Drive Decisions,
Continuous Improvement

The Strategic Planning Lifecycle

1. **Vision Statement**

2. **Mission Statement**

3. **Values Statements**

4. **Five Goals**

5. **Strategies to achieve each goal**

6. **Tactics within each strategy**

7. **Metrics for each strategy**

8. **Continuous improvement protocol**

- **Vision** is the world we want to see.

- **Mission** is a description of what we are going to do to get us to that vision.

- **Goals** are the improvements we want to see in the areas that fall within our mission.

- **Strategies** are the efforts we will make to bring the goals to reality.

- **Tactics** are the detailed components of the strategies to which we are committing.

- **Metrics** are the standards and mechanisms by which we will measure our success.

- **Evaluations** are a standard effort to analyze performance against our goals and supplement or revise goals and strategies

Today's Objectives and Outputs

· Draft Values Statements

· Draft Strategies Map

· Workshop Report

Maricopa County Workforce Board

– *Strategic Planning Workshop*

PW

Maricopa County Workforce Board

– Strategic Planning Workshop

02   Values Survey Results

Top Values

Preferred Statements

Maricopa County Workforce Board
– *Strategic Planning Workshop*

Maricopa County Workforce Board

– Strategic Planning Workshop

03 **Goals**

ENVIRONMENTAL SCAN-What trends do you see impacting the world of workforce development?

- **P**olitical
- **E**conomic
- **S**ocial
- **T**echnological
- **L**egal
- **E**nvironmental

RESPONSE TO EXTERNAL FACTORS-What should we be doing to respond to those trends you just identified?

- **P**olitical
- **E**conomic
- **S**ocial
- **T**echnological
- **L**egal
- **E**nvironmental

GOALS

Maricopa County Workforce Board

– Strategic Planning Workshop

Maricopa County Workforce Board

– Strategic Planning Workshop

04 **Strategies**

GOAL ONE

- **How much impact could we have?**

- **What do we need to do it?**

- **What do we need to be aware of?**

- **Similar efforts I've seen**

STRATEGIES
FOR GOAL ONE

GOAL TWO

- **How much impact could we have?**

- **What do we need to do it?**

- **What do we need to be aware of?**

- **Similar efforts I've seen**

STRATEGIES
FOR GOAL TWO

GOAL THREE

- **How much impact could we have?**

- **What do we need to do it?**

- **What do we need to be aware of?**

- **Similar efforts I've seen**

STRATEGIES FOR GOAL THREE

Maricopa County Workforce Board

– Strategic Planning Workshop

PW

Maricopa County Workforce Board

– Strategic Planning Workshop

06   **Closing and Next Steps**

Month	Day	Activity	Deliverable
January	18	HSD Team Meeting	Meeting report
	20	Executive Committee Meeting	Workshop report
	28		**Draft Vision and Mission Statements**
February	1	Email Update to Full Board	Project Update
	1	HSD Team Meeting	Meeting report
	4		**Revised Draft Vision and Mission Statements**
	15	HSD Team Meeting	Meeting report
	17	Full Board Meeting	• Presentation • Approval of Draft Vision and Mission Statements
March	1	HSD Team Meeting	Meeting report
	15	HSD Team Meeting	Meeting report
	17	Executive Committee Meeting	Workshop report
			• **Values Survey Design** • **Table of Goals and Strategies** • **Evaluation Models**
	29	HSD Team Meeting	Meeting report
April	21	Full Board Meeting	Presentation
May	19	Executive Committee Meeting	Workshop report
			Table of Tactics
			Continuous Improvement Protocols
June	16	Full Board Meeting	• Presentation • Approval of Final Strategic Plan

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

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
   - Mission
   - Values
   - Goals

   - Strategies
   - Tactics
   - Metrics

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.

One Stop Operator Needs Assessment Analysis

PY 2021/2022
Maricopa County Local
Workforce Development Area
Programs & Partners

Needs
Analysis
Summary
Report

Needs Analysis Summary Report
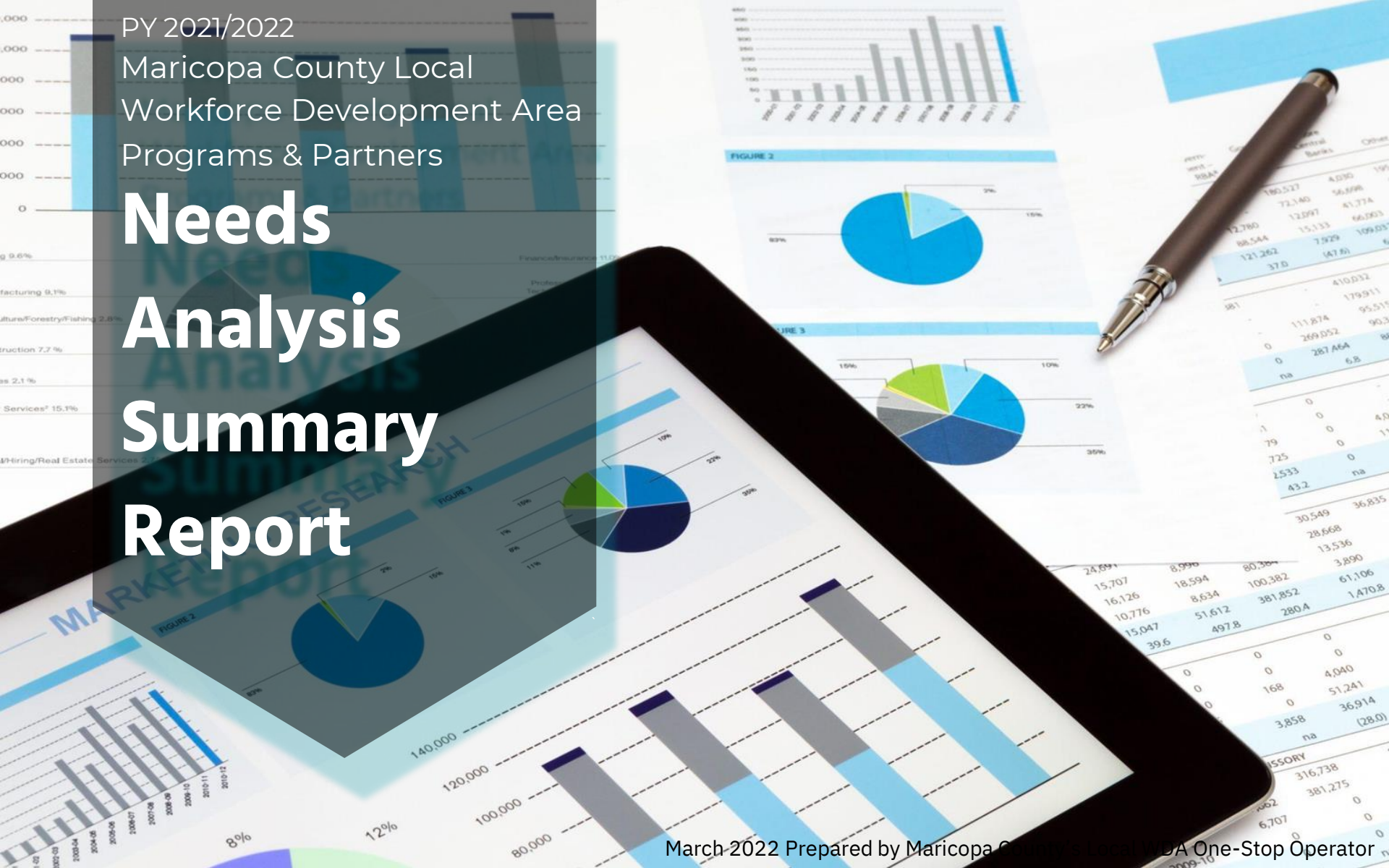
Overview

- Purpose
- Approach
- Collective Impact
- The Data
- Key Findings & Recommendations

THE PURPOSE

PY 2021-2022 Maricopa County Local Workforce Development Area (local WDA), Needs Analysis is for the Maricopa County Workforce Board (MCWDB). The MCWDB is requesting a report on the local WDA current state and what is needed to achieve the target state.

Studied the content listed to identify and determine data methods, areas assessed, types of data to collect, and the future state for the areas assessed:

▼ **MCWDB** Vision, Core Values, Goals, & Strategies, Local Plan
▼ **MOU/IFA** Parameters agreed to by signing the MOUR/IFA between the BOS/MCWDB & the WIOA Programs Partners
▼ **OSO RFP SCOPE OF WORK** Expectations focused on conducting a workflow analysis, assess need towards:
   ⇨ Continuous improvement activities;
   ⇨ Ensure MOU commitments and execution of partner responsibilities outlined in MOU;
   ⇨ Staff development and training plan;
   ⇨ Ensure ADA WIOA Section 188 section focused on service delivery;
   ⇨ Ensure Seamless Coordination, Coordinate Access, Process Development, Support Partner Development

Needs assessed as possible threats, opportunities are the recommendations shared in this report summary.

Needs Analysis Summary Report

THE APPROACH

A strategic needs analysis was performed on the local WDA areas programs, Partners and services .

"Strategic Needs Assessment, determines what specific steps an organize can take to achieve a particular goal. For instance, a strategic needs assessment identifies an organization needs for more or better equipment, , technology, marketing efforts, skills needed, etc."

The areas assessed for this needs assessment are grouped into the following areas::

Compliance & Governance
Assess the current state and Partners need to relation to compliance and policy critical to programs aligning and strategic partnerships to the MCWDB and essential governance and leadership role over the local WDA .

Service Delivery & Access
Assess the current state and Partner need in relation to customer-center design efforts including integrated service delivery occurring onsite or online

Serving The Need Of..
Assess the current state and Partner need for serving diverse populations and those with significant barriers to employment and are seeking the skills and support needed to complete for high quality jobs or career

Partnerships & Program Alignment
Assess the current state and Partner needs relation to strategic partnerships and align programs with other Partners and systems

Training & Development
Assess Partners' current training and development needs including professional development.

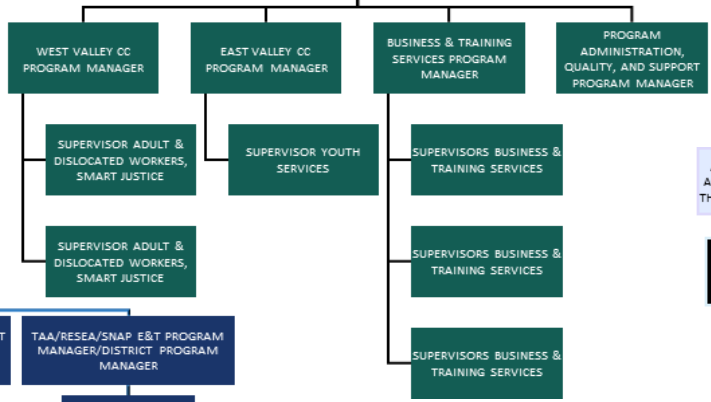**Data Sharing, Confidentiality, Accessibility & Referrals**
Assess Partners have read and understood, or if more guidance is needed towards understanding the parameters within the MOU

COLLECTIVE IMPACT

The 57 invited are leaders from all levels who oversee 19 programs, local area WDA programs and about 345+ positions

ADULTS, DISLOCATED WORKERS, AND YOUTH ADMINISTERED BY THE US DEPARTMENT OF LABOR TITLE I-B
- MARICOPA COUNTY HUMAN SERVICES DIVISON
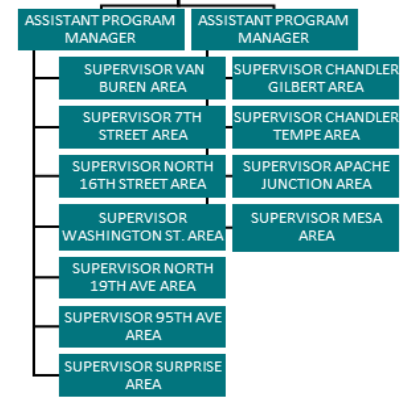 - MARICOPA COUNTY HSD WDD DIVISION LEADER
    - WEST VALLEY CC PROGRAM MANAGER
      - SUPERVISOR ADULT & DISLOCATED WORKERS, SMART JUSTICE
      - SUPERVISOR ADULT & DISLOCATED WORKERS, SMART JUSTICE
    - EAST VALLEY CC PROGRAM MANAGER
      - SUPERVISOR YOUTH SERVICES
    - BUSINESS & TRAINING SERVICES PROGRAM MANAGER
      - SUPERVISORS BUSINESS & TRAINING SERVICES
      - SUPERVISORS BUSINESS & TRAINING SERVICES
      - SUPERVISORS BUSINESS & TRAINING SERVICES
    - PROGRAM ADMINISTRATION, QUALITY, AND SUPPORT PROGRAM MANAGER

WAGNER-PEYSER ACT EMPLOYMENT SERVICES ADMINISTERED BY THE US DEPARTMENT OF LABOR TITLE III
- AZ DES DIVISION OF EMPLOYMENT & REHABILITATION SERVICES WORKFORCE DEVELOPMENT ADMINISTRATION (WDA)
  - STATEWIDE STRATEGIC INITIATIVES MANAGER/DISTRICT PROGRAM MANAGER
  - DEPUTY ADMINISTRATOR/ASSISTANT BUREAU CHIEF
    - EMPLOYMENT SERVICES PROGRAM MANAGER/DISTRICT PROGRAM MANAGER
      - EMPLOYMENT SERVICES ASSISTANT PROGRAM MANAGER
        - EMPLOYMENT SERVICES SUPERVISOR
        - EMPLOYMENT SERVICES SUPERVISOR
    - EMPLOYMENT SERVICES/MIGRANT SEASONAL FARMWORKER PROGRAM MANAGER (MSFW)
    - TAA/RESEA/SNAP E&T PROGRAM MANAGER/DISTRICT PROGRAM MANAGER
      - ASSISTANT PROGRAM MANAGER
        - EMPLOYMENT SERVICES/JVSG
        - EMPLOYMENT SERVICES JVSG/REENTRY/DVOP
        - TAA/RESEA/SNAP E&T
        - RESEA SUPERVISOR
        - REENTRY COORDINATION
        - REENTRY

ADULT EDUCATION AND FAMILY LITERACY ACT PROGRAMS (TITLE II) ADMINISTERED BY THE US DEPARTMENT OF EDUCATION TITLE II
- AZ DEPARTMENT OF EDUCATION ADULT EDUCATION
  - DEPUTY ASSOCIATE SUPERINTENDENT
    - PROGRAM MANAGER
      - RIO SALADO COLLEGE
        - DIRECTOR
      - ARIZONA CALL-A-TEEN YOUTH RESOURCES
        - CEO
          - ACYR
          - ACYR
          - ACYR
      - INTERNATIONAL RESCUE COMMITTEE (IRC)
      - MESA PUBLIC SCHOOLS
        - PROGRAM ADMINISTRATOR
          - WORKFORCE COORDINATOR
      - GILBERT PUBLIC SCHOOLS DISTRICT
        - ADULT EDUCATION COORDINATOR
      - MARICOPA COUNTY ADULT PROBATION DEPT.
        - DIRECTOR
          - WORKFORCE COORDINATOR
      - FRIENDLY HOUSE INC.
      - QUEEN CREEK ADULT ED
        - DIRECTOR
          - WORKFORCE DEVELOPMENT INSTRUCTOR/TRAINER

VOCATIONAL REHABILITATION SERVICES PROGRAMS THAT ASSIST ELIGIBLE INDIVIDUALS WITH DISABILITIES IN OBTAINING EMPLOYMENT (TITLE IV) ADMINISTERED BY ED TITLE IV
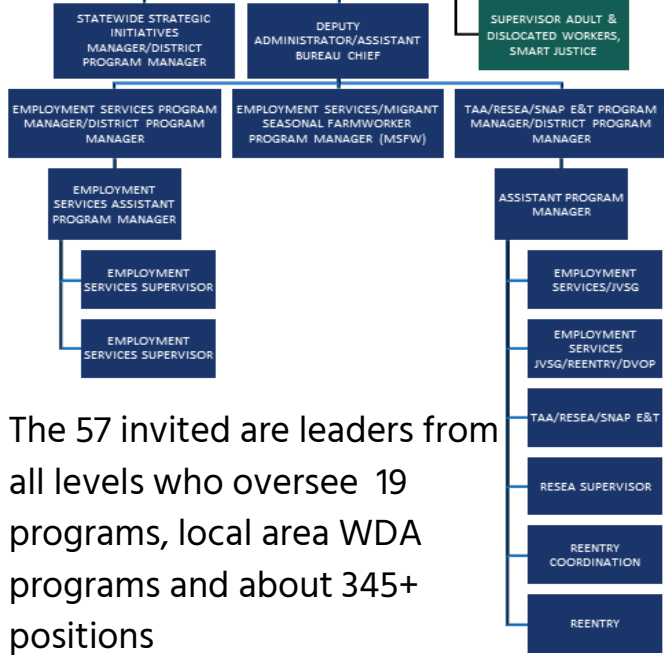- AZ DES REHABILITATION SERVICES ADMINISTRATION
  - DIVISION LEADER
    - PROGRAM MANAGER
      - ASSISTANT PROGRAM MANAGER
        - SUPERVISOR VAN BUREN AREA
        - SUPERVISOR 7TH STREET AREA
        - SUPERVISOR NORTH 16TH STREET AREA
        - SUPERVISOR WASHINGTON ST. AREA
        - SUPERVISOR NORTH 19TH AVE AREA
        - SUPERVISOR 95TH AVE AREA
        - SUPERVISOR SURPRISE AREA
      - ASSISTANT PROGRAM MANAGER
        - SUPERVISOR CHANDLER GILBERT AREA
        - SUPERVISOR CHANDLER TEMPE AREA
        - SUPERVISOR APACHE JUNCTION AREA
        - SUPERVISOR MESA AREA

DATA COLLECTION METHOD	DATA COLLECTION ACTIVITY
ONLINE ASSESSMENTS Content used to create online assessments: • Local WDA plan, goals and strategy guide, OSO RFP's scope of work section, and the MCWDB/BOS/WIOA Programs and Partners signed MOU/IFA	The following assessment were created to collect data specific to the needs assessment: • Compliance & Governance Assessments • Training & Development Needs Assessments • Partnerships And Program Align Assessments • Service Delivery & Access Assessments • Serving The Need of... Assessments • Data, Sharing Assessments
ENVIRONMENTAL SCANNING *process of gathering information about events and their relationships within an organization's internal and external environments to help determine the future direction of an organization.*	Environmental scans content will support proposed recommendations

DATA COLLECTION METHOD	DATA COLLECTION ACTIVITY
OPEN LISTENING SESSIONS. **GROUP DISCUSSION** **INDIRECT & DIRECT OBSERVATIONS** **INDIRECT & DIRECT PARTNER INTERACTIONS**	DATA COLLECTED, GENERATED, OR OBSERVED FROM: ▸ 6.3 hours of bi-monthly collaboration group sessions facilitated to-date attended by leadership groups from each core WIOA program ▸ Monthly EVCC AND WVCC OSO site visitations (checklist and external Partner tours) ▸ Quarterly OSO affiliate career site visitations (checklist) ▸ Informal and formal Partner Engagements ▸ OSO Technical Support conducted live, virtually or by email. Request for support received either live in group, or by email.
DOCUMENTATION REVIEW	Define target state, establish, and define the areas of focus Develop the questions for partner engagement and assessments Identify what data points to focus on the expected outcome Create recommendations in alignment with goals, visions, agreements, and expectations

KEY FINDINGS & RECOMMENDATIONS

Assessed key findings using Partner assessments, the SWOT method and findings from Environmental Scans and direct and indirect observations and discussions with Partners across across the One-Stop Network

AREA ALIGNMENT: Serving the Need of Partnerships & Program Alignment	**FUTURE STATE ALIGNMENT:** Build Brand Awareness of Workforce Development To Increase Utilization & Implement Regional Workforce Entity

OPPORTUNITY: INCREASE SOCIAL MEDIA USAGE & CREATE A REPUTABLE ONLINE PRESENCE FOR MARKETING/OUTREACH, BRAND AWARENESS, HOST LIVE EVENTS, CONNECT W/FUTURE CUSTOMERS - NEW APPROACH TO SUPPORTING EMPLOYERS WITH CANDIDATE RECRUITMENT

DATA COLLECTION METHOD	FINDINGS - CURRENT STATE
Online Assessment Question **Direct & Indirect Observation** **Group Discussion** **Environmental Scan**	● Online assessments asked respondents about access, own web presence and use of social media ● Partners hardly ever reference social media accounts when sharing details about events in the 6.3 hrs of group sessions facilitated in PY 21/22, nor are links to event flyers sent to Partners asking them to promote each others' events via social media ● Conducted environmental scan of the One-Stop Networks social media presences and the scans results showed little to no social media footprint

AREA ALIGNMENT: SERVING THE NEED OF PARTNERSHIPS & PROGRAM ALIGNMENT	**FUTURE STATE ALIGNMENT:** BUILD BRAND AWARENESS OF WORKFORCE DEVELOPMENT TO INCREASE UTILIZATION & IMPLEMENT REGIONAL WORKFORCE ENTITY

OPPORTUNITY: INCREASE SOCIAL MEDIA USAGE & CREATE A REPUTABLE ONLINE PRESENCE FOR MARKETING/OUTREACH, BRAND AWARENESS, HOST LIVE, EVENTS, CONNECT W/FUTURE CUSTOMERS - NEW APPROACH TO SUPPORTING EMPLOYERS WITH CANDIDATE RECRUITMENT

RECOMMENDATION

▶ Conduct further assessment on a target group of program Partners from each Local WDA program. To learn more about Partners' behavior and usage of social media for their program and customer, including items such as frequency and reasons for use, specifics about their organization policies, authority, management, and social media culture to connect with the public.

▶If further assessment of Partners social media usage to connect with customers and market/outreach about their program and services shows limitations consider:
   ○ Exercise the IFA/MOU parameters: Partners can work out a separate agreement with the Local WDB to post content through its website. Another option is the MCWDB manages the only social media platforms allowable for use by the local area programs and Partners.

▶MCWDB Marketing Workgroup can lead these initiatives and consider contracting or hiring an intern who is an expert in creating a reputable and engaging social media presence that reaches diverse populations and include final plan into the IFA/MOU.

AREAS ASSESSED: SERVING THE NEED OF PARTNERSHIPS & PROGRAM ALIGNMENT	**FUTURE STATE ALIGNMENT:** BUILD BRAND AWARENESS OF WORKFORCE DEVELOPMENT TO INCREASE UTILIZATION & IMPLEMENT REGIONAL WORKFORCE ENTITY

OPPORTUNITY: INCREASE SOCIAL MEDIA USAGE & CREATE A REPUTABLE ONLINE PRESENCE FOR MARKETING/OUTREACH, BRAND AWARENESS, HOST LIVE, EVENTS, CONNECT W/FUTURE CUSTOMERS - NEW APPROACH TO SUPPORTING EMPLOYERS WITH CANDIDATE RECRUITMENT

FACTS & SOURCES

- ⏱ [PEW RESEARCH:](#) Social media use over time - When Pew Research Center began tracking social media adoption in 2005, just 5% of American adults used at least one of these platforms. By 2011 that share had risen to half of all Americans, and today 72% of the public uses some type of social media.Click on link to see full report and the section on Who uses each social media platform

- ⏱ [According to Jobvite 2022:](#) 200 million resumes on Indeed, 740 million LinkedIn members, 1 billion Instagram users 2.89 billion Facebook users

- ⏱ [March 2022 New Study Looks at the Role of Social Media in Employer Branding [Infographic]](#)

AREAS ASSESSED: SERVING THE NEED OF INTEGRATED SERVICES & DELIVERY	**FUTURE STATE ALIGNMENT:** BUILD BRAND AWARENESS OF WORKFORCE DEVELOPMENT TO INCREASE UTILIZATION & BUILD A SELF-SUSTAINING SYSTEM OF WORKFORCE DEVELOPMENT

THREAT: INCREASE PARTNERS AWARENESS AND ACCESS TO YOUTH SERVICES WITHIN THE LOCAL AREA AND METHODS TO ADDRESS MENTAL HEALTH .

DATA COLLECTION METHOD	FINDINGS - CURRENT STATE
Online Assessment Question **Direct & Indirect Observations** **Environmental Scan**	Partners assessment results reviewed showed most Partners were only somewhat familiar with Youth Services, Eligibility and how to access services. In addition, COVID set back all efforts to re-engage youth into the workforce by approximately ten years. Youth are not only dealing with high unemployment but severe depression. End of 2021, The United States Surgeon General put out a report highlighting the mental health crisis our youth are experiencing: *"Even more concerning, suicide remains the [second leading cause of death](#) among young people between the ages of 10 and 24. Mental health emergencies among young people have increased across the board. In 2020, there was a 24 percent increase in [emergency room visits for mental health](#) reasons for children ages 5 through 11 and a more than a 30 percent increase in visits for those between 12 and 17 years old"*

AREAS ASSESSED: SERVING THE NEED OF INTEGRATED SERVICES & DELIVERY	**FUTURE STATE ALIGNMENT:** BUILD BRAND AWARENESS OF WORKFORCE DEVELOPMENT TO INCREASE UTILIZATION & BUILD A SELF-SUSTAINING SYSTEM OF WORKFORCE DEVELOPMENT

THREAT: INCREASE PARTNERS AWARENESS AND ACCESS TO YOUTH SERVICES WITHIN THE LOCAL AREA AND METHODS TO ADDRESS MENTAL HEALTH

RECOMMENDATION

Based on Partner's assessment results, we are recommending Partners receive required comprehensive training and development on Youth Services. We are recommending the Youth committee work together with internal and external youth services and Partners to draft out a plan that builds Partners' knowledge in segments. The OSO can support the MCWDB youth committee focus by assisting with meeting logistics, facilitation, covenant the Partners, and more.

Include: A plan focused on serving individuals with disabilities including how partners can access mental health and behavioral resources and support for customers.

AREAS ASSESSED: SERVING THE NEED OF INTEGRATED SERVICES & DELIVERY	**FUTURE STATE ALIGNMENT:** BUILD BRAND AWARENESS OF WORKFORCE DEVELOPMENT TO INCREASE UTILIZATION & BUILD A SELF-SUSTAINING SYSTEM OF WORKFORCE DEVELOPMENT

THREAT: INCREASE PARTNERS AWARENESS AND ACCESS TO YOUTH SERVICES WITHIN THE LOCAL AREA AND METHODS TO ADDRESS MENTAL HEALTH

FACTS & SOURCES

- To track publicly available and timely data on youth unemployment with funding from the Schultz Family Foundation, Mathematica has developed a monthly, semi-annual, and annual data series on youth unemployment beginning with 2010. The data series provides publicly available and timely data on youth unemployment at the national level by population groups, at the state level, and in select metro areas.
- White House Briefing Sheet
- Protecting Youth Mental Health The U.S. Surgeon General's Advisory
- Observed minimal access or awareness on how to refer or manage individuals with physical disabilities during onsites visits to the affiliate sites.
- Assessed even fewer ways to manage individuals with possible mental health or behavioral issues at all sites
- December 2021, the National Safety Council reported that 75 percent of the employers surveyed were impacted directly by workers who took opioids. Out of the 75 percent, only 17 percent of those employers felt prepared to handle employees suffering from opioid abuse.
- A recent survey by the Maricopa County Associations of Government found that out of the five top reasons for Maricopa County are a result of substance abuse and mental health. (Anticipating a study from CDC on how drug abuse may be the reason for the nation's worker shortages).

AREA ALIGNMENT: SERVING THE NEED OF INTEGRATED SERVICES & DELIVERY	**FUTURE STATE ALIGNMENT:** IMPLEMENT REGIONAL WORKFORCE ENTITY

OPPORTUNITY: REDUCE DUPLICATIVE SYSTEM IMPLEMENTATION AND INTEGRATED SERVICE DELIVERY EFFORTS BY EXPANDING PARTNERSHIPS AND REGIONALIZING SERVICE DELIVERY

DATA COLLECTION METHOD	FINDINGS - CURRENT STATE
OPEN LISTENING SESSIONS. **GROUP DISCUSSION** **INDIRECT & DIRECT OBSERVATIONS** **INDIRECT & DIRECT PARTNER INTERACTIONS**	The bi-monthly workgroup sessions attended by Partners from each core WIOA program and the additional WIOA Partners produce valuable information on Partners: ● Immediate needs, concerns, and the current state of their program. ● Partners have shared concerns about accessing multiple systems to perform the same function, for example, submitting customer referrals and committing time to attend workgroups focused on similar goals. ○ About three-quarters of the local WDA Partners work for a state entity and Partner with more than one local WDA. Partner's comments and feedback show a need to work with other local areas to combined service delivery effort and reduce the burden of possible duplication to the Partners.

AREA ALIGNMENT: SERVING THE NEED OF INTEGRATED SERVICES & DELIVERY	**FUTURE STATE ALIGNMENT:** IMPLEMENT REGIONAL WORKFORCE ENTITY

OPPORTUNITY: REDUCE DUPLICATIVE SYSTEM IMPLEMENTATION AND INTEGRATED SERVICE DELIVERY EFFORTS BY EXPANDING PARTNERSHIPS AND REGIONALIZING SERVICE DELIVERY

RECOMMENDATION

▸ Establish a path or blueprint showing the expected outcomes and value to regionalizing service delivery. Establish recurring discussions about immediate and future solutions that help users gather quality analytics and delivery a seamless customer experience.

FACTS & SOURCES

🕐 Informal and formal Partner Engagements

🕐 6.3 hours of bi-monthly collaboration group sessions facilitated to-date attended by leadership groups from each core WIOA program

🕐 OSO Technical Support conducted live, virtually or by email. Request for support received either live in group, or by email.

TRAINING NEED				
What categories of training do you think you and /or staff need (check all that apply)?	**SUPPORT SERVICES**	10	**WIOA PROGRAMS & SERVICES**	16
	CASE MANAGEMENT & COACHING	9	**PARTNERSHIPS**	13
	OUTREACH & MARKETING	9	**SERVING SPECIALIZED POPULATIONS**	12
23 Reponsded out of the 48 invited = **52.08% response rate**	**COMPLIANCE**	8	**ACCESSING TRAINING SERVICES & INFORMATION**	11
Partner comment on barriers, opportunities or innovations for this area of focus (optional):	**CUSTOMER ASSESSMENTS**	8	**CAREER READINESS RESOURCES**	11
inter team communication	**CUSTOMER SERVICE**	8	**VIRTUAL SERVICES & RESOURCES**	11
Maricopa County services are so broad and vast. How can we have an access point for all programs to determine core partners?	**ELIGIBLE TRAINING PROVIDER LIST**	8	**APPRENTICESHIP PROGRAMS**	10
Cross-training about WIOA partnerships was developed by DES and intended to be done with other agencies. Only VR made it mandatory therefore the cross-training and communication function was never achieved.	**EMPLOYER RELATIONS**	8	**OCCUPATIONAL TRAINING, ON-THE-JOB TRAINING (OJT), & INCUMBENT WORKER TRAINING (IWT)**	10
My staff avoid utilizing services or affiliations they are unfamiliar with. I feel cross-training is essential. There is some training available, but I feel it needs to be more in debt and/or more frequent.	**INTEGRATED EDUCATION & TRAINING**	8		
Limitations on advertisement and marketing abilities due to restrictions of our parent organization	**LABOR MARKET**	8		

Future State

1

A SAFETY NET THAT SUPPORTS WORKERS' LONG-TERM PATHWAY TO A SKILLED CAREER
Remove barriers to our nation's safety net for all workers, including those impacted by the pandemic, and make it a foundation for new career pathways.

2

A COMPREHENSIVE APPROACH TO RE-TRAINING AND RE-EMPLOYMENT FOR ALL DISPLACED WORKERS
Guarantee income, healthcare, training, and re-employment support for any worker who loses a job due to economic disruptions such as pandemics, automation, or trade.

3

PUBLICLY FUNDED JOB CREATION THAT INCLUDES TRAINING FOR THOSE IN NEED OF A NEW CAREER
Ensure job creation efforts, such as those around infrastructure or an expanded public health workforce to fight the pandemic, include investments in skills that expand access to long-term careers for local workers.

4

SUPPORT TO LOCAL BUSINESSES TO AVERT LAYOFFS AND ENCOURAGE UPSKILLING
Subsidize small and mid-sized businesses to avert layoffs, keep their employees paid, and support their re-training during down-time.

5

SECTOR PARTNERSHIPS TO DRIVE INDUSTRY-SPECIFIC TRAINING AND HIRING STRATEGIES
Support the partnerships that communities need to develop training strategies targeting the specific needs of individual industries and the local workforce.

6

DIGITAL ACCESS AND LEARNING FOR ALL WORKING PEOPLE AT HOME AND ON THE JOB
Eliminate barriers by making high-quality digital learning available to all workers.

7

HIGH QUALITY, JOB-READY EDUCATION FOR THOSE WHO NEED TO RE-ENTER THE LABOR MARKET, INCLUDING MAKING COLLEGE WORK FOR WORKING PEOPLE
Increase system capacity and expand access to high quality, industry driven education and training that prepares workers for good jobs.

8

PUBLIC DATA AND ACCOUNTABILITY REGARDING WHO IS BEING INCLUDED IN THIS RECOVERY
Report data on how different workers and businesses are faring in the recovery and hold policies accountable to equitable outcomes for those most impacted.

One-Stop Operator

Q3 Budget Snapshot

PY 2021/2022 MCWDB ONE-STOP OPERATOR
Q3 BUDGET SUMMARY

BALANCE
25.4%

98,765.01

BUDGET
50.0%

194,149.26

95,384.25

YTD EXPENDITURES
24.6%
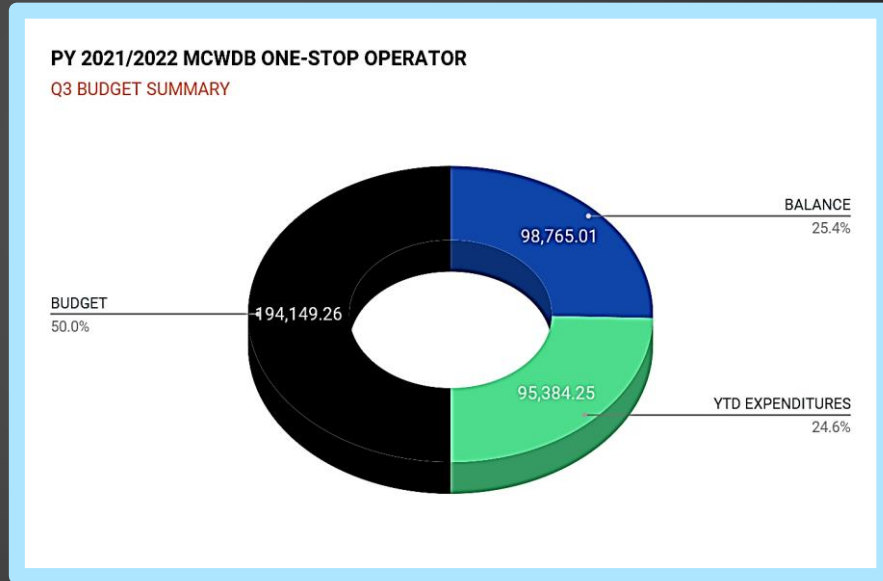
PY 2021-2022

Compliance and Governance Needs Assessment

32	15:23	Closed
Responses	Average time to complete	Status

1. **Enter your program:**

Latest Responses

32

Responses

"*Maricopa County Adult Probation (MCAP) Education Center*"

"*DES/WDA/DERS/Reentry* "

"*Reentry*"

4 respondents (**13**%) answered **Title** for this question.

Economic Employment   Rescue Committee Department
RESEA   **Vocational Rehabilitation**   Business Services Adult Learning
Service Administration   **VR Title Adult Education**
Learning Program **DERS/RSA**   Services with DES   Mesa Adult
Rehabilitation Service **Employment services** Title IB
Education Program   DERS

2. **Enter your job role:**

32

Responses

"*Workforce Development Instructor/Trainer*"

"*Reentry Coordinator*"

"*Assistant Program Manager*"

---

15 respondents (**50**%) answered **Supervisor** for this question.

Program Supevisor   Program Administrator   Education and Learning
      Supervisor Manager   Program Supervisor
Program Manager   **Supervisor**   Manager Program Unit
Director of Instruction   VR Supervisor   Program Education Coordinator
        Education Manager   Training   Adult Education   Unit Supervisor
    Office Supervisor   Workforce Supervisor
   Reentry Coordinator

3. **Does your program require any training for the following (select NA if not certain and/or does not apply)?**

■ Yes   ■ No   ■ NA

Title VI of the Civil Rights Act of 1964 (Public Law 88-352)

The Americans with Disabilities Act of 1990 (Public Law 101-336)

The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs…

Section 504 of the Rehabilitation Act of 1973, as amended

Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with…

The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. $ 1232g; 34 CFR part 99)

Confidentiality requirements governing the use of confidential information held by the State UI…

Confidentiality requirements governing the protection and use of personal information held…

Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38;…

100%   0%   100%

4. **Does your program provide user-friendly access to guidance on how to protect, use, and disclose requirements governing PII and any other confidential data for all applicable programs including FERPA-protected education records, confidential information in UI records, and personal information in VR records (select NA if not certain and/or does not apply)?**
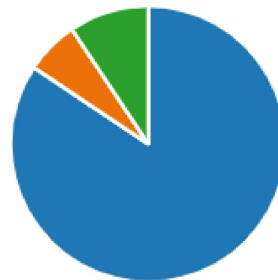
● Yes   23

● No   2

● NA   7
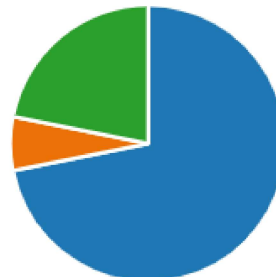
5. **Does your program administer any type of a customer survey (select NA if not certain and/or does not apply)?**

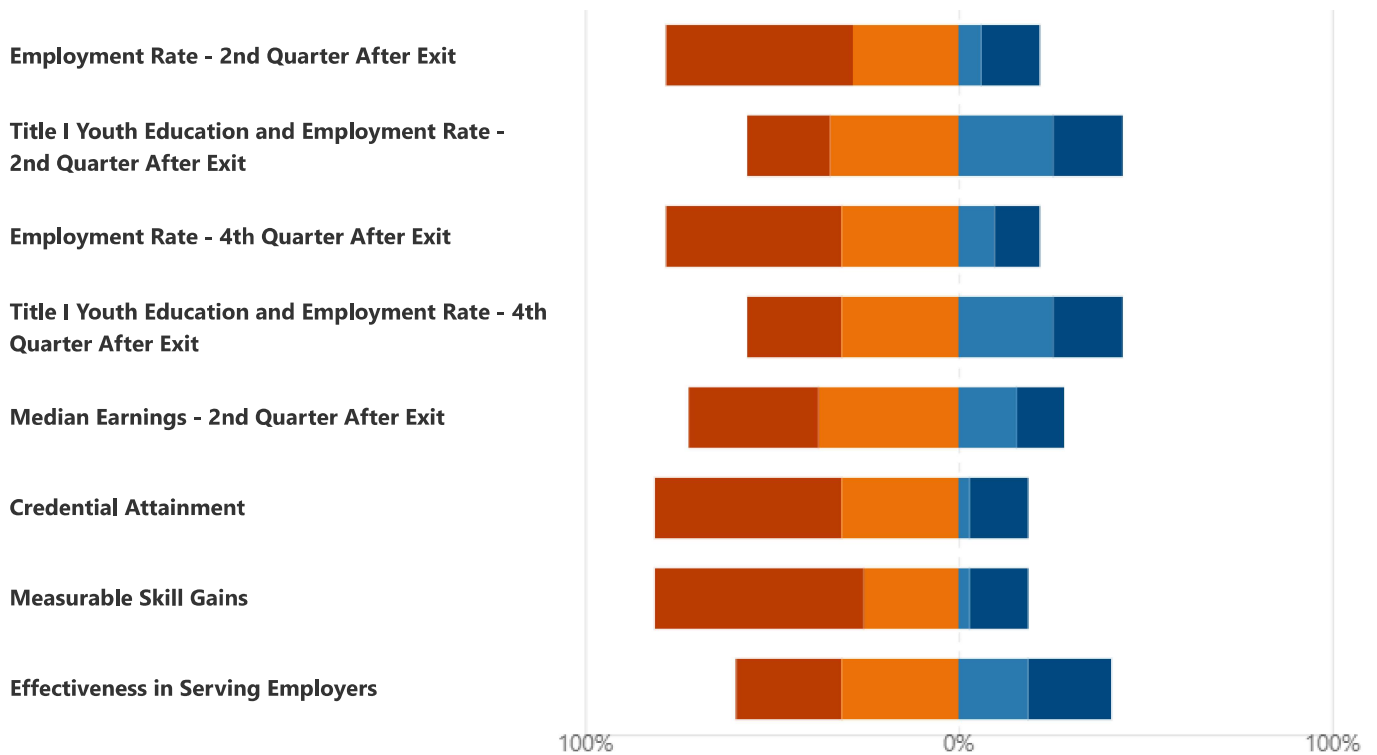|		
🔵 Yes	25	
🟠 No	4	
🟢 NA	3	
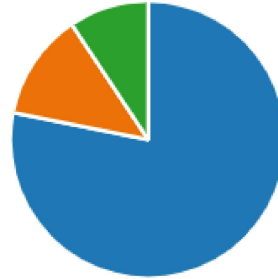
6. **Are you aware of the expected percentage for your program to achieve their target performance measure for the year (select NA if not certain and/or does not apply)?**

🔵 Yes	27	
🟠 No	2	
🟢 NA	3	

7. **How familiar are you with the WIOA programs Primary Indicators of Performance (select NA if not certain and/or does not apply)?**

■ Familiar   ■ Somewhat Familiar   ■ Not at All Familiar   ■ NA

Employment Rate - 2nd Quarter After Exit

Title I Youth Education and Employment Rate - 2nd Quarter After Exit

Employment Rate - 4th Quarter After Exit

Title I Youth Education and Employment Rate - 4th Quarter After Exit

Median Earnings - 2nd Quarter After Exit

Credential Attainment

Measurable Skill Gains

Effectiveness in Serving Employers

100%   0%   100%

8. **Posting Online and Social Media (select NA if not certain and/or does not apply):**

■ Yes   ■ No   ■ NA

Does your program have their own web presence via a website and/or the use of social media ?

Has your program worked out a separate agreement with the Local WDB to post content...

100%   0%   100%
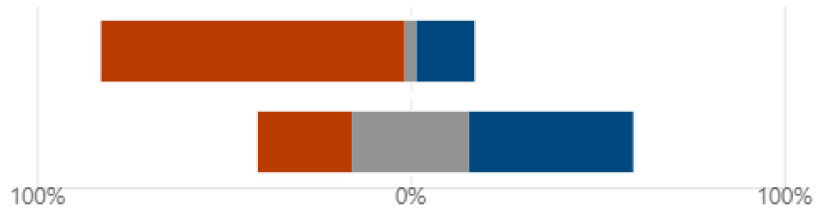
9. Partner comment on barriers, opportunities or innovations for this area of focus (optional):

6
Responses

Latest Responses

"One challenge we have is getting a signed memorandum of understa..."

"N/A"

1 respondents (**20**%) answered **Education program** for this question.

media for the college   site that has information   Standard Works
concrete guidance basic training   extensive training team communication
Adult Education Education program   social media Rio lot
questionnaire confusing process information on our program
specific channel public website   accurate data google site Quarterly

PY 2021-2022

Data Sharing, Confidentiality, Accessibility and Referrals Assessment

22	26:55	Active
Responses	Average time to complete	Status

1. **Enter your program:**

	Latest Responses
22	*"MCAP (Maricopa County Adult Probation) Education Center"*
Responses	*"DES/WDA/DERS/Reentry "*
	"Reentry"

---

4 respondents (**18**%) answered **Title** for this question.

Rehabilitation Services
Education Program
Adult Education   Title IB   RSA Title   DES   Education Center
Adult Probation   DERS   Title   RSA   DERS/Reentry
Mesa Adult   Reentry   DERS/RSA   Services   Adult Learning
Maricopa County   Business Services
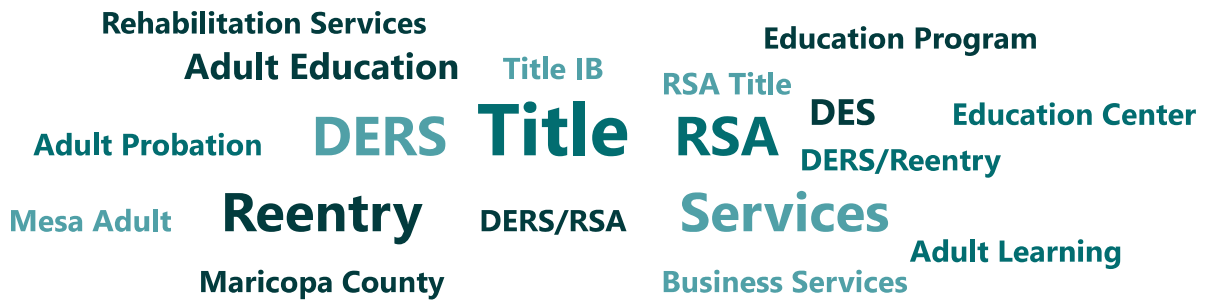
2. **Enter your job role:**

22

"*Workforce Development Instructor/Trainer*"

Responses

"*Reentry Coordinator* "

"*APM*"

13 respondents (**59**%) answered **Supervisor** for this question.

Development Instructor   **Director of Instruction**

VRS   **Unit Supervisor**   **Workforce**   **Office Supervisor**

Program Administrator   **Supervisor**   **Program Unit**
                                                              Education Coordinator

Reentry Coordinator   **Training**   **Program Supervisor**

Instructor/Trainer   **Adult Education**

3. **Data Sharing**

■ Yes ■ No ■ NA

Partners agree that the use of high-quality, integrated data is essential to inform decisions made by...

Partners agree it is vital to develop and maintain an integrated case management system, as appropriate,...

Partners further agree that the collection, use, and disclosure of Customers' personally identifiable...

Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy all of these...

Customer PII collected, used, and disclosed by Partners will be properly secured in accordance with the Local...

Partners collection, use, and disclosure of customer education records, and the PII contained therein, as...

All confidential data collected, used, and disclosed by Partners contained in UI wage records must be...

All personal information collected, used, and disclosed by Partners contained in VR records must be protected...

Customer data collected, used, and disclosed by Partners may be shared with other programs, for those...

Customer data collected, used, and disclosed by Partners will be kept confidential, consistent with...

All data collected, used, and exchange by Partners activity will be conducted in machine readable format,...

100%   0%   100%
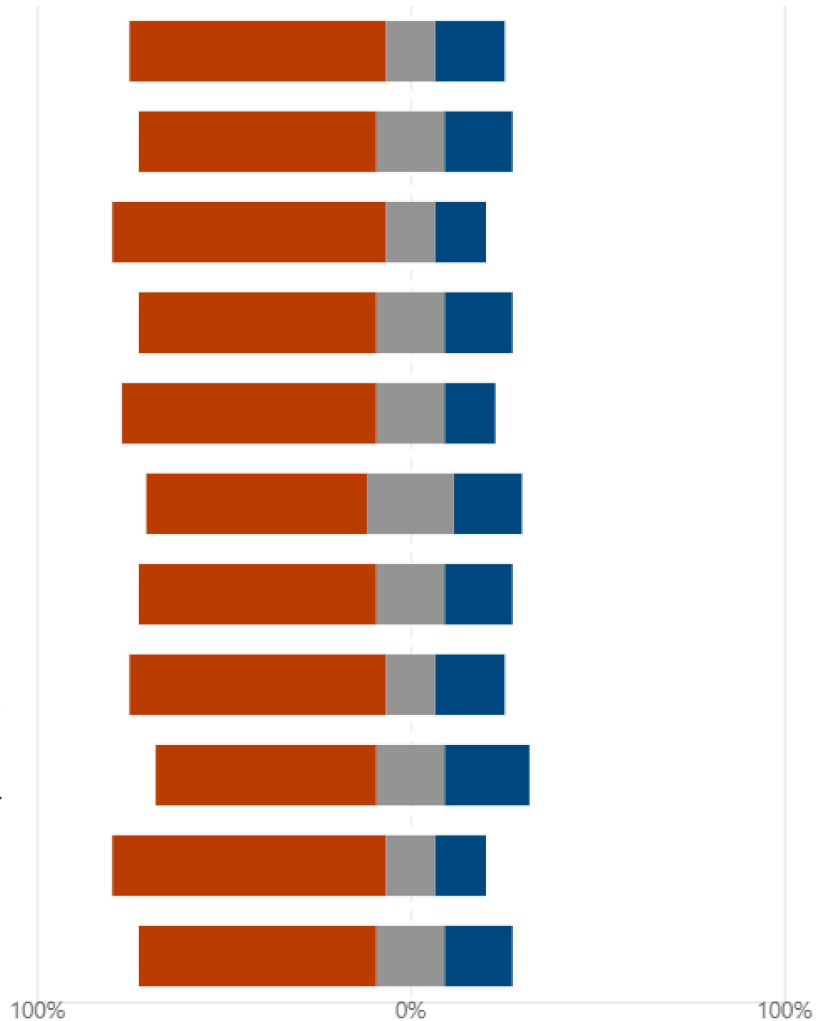
4. **Confidentiality**

■ Yes ■ No ■ NA

All Parties expressly agree to abide by all applicable
Federal, State, and local laws and regulations regardin...

All Parties expressly agree to carrying out their
respective responsibilities, each Party shall respect and...

Each Party will ensure that the collection and use of any
information, systems, or records that contain PII and...

Each Party will ensure that access to software systems
and files under its control that contain PII or other...

Each Party expressly agrees to take measures to ensure
that no PII or other personal or confidential informatio...

To the extent that confidential, private, or otherwise
protected information needs to be shared amongst the...

With respect to confidential unemployment insurance
information, any such data sharing must comply with ...

With respect to the use and disclosure of FERPA-
protected customer education records and the PII...

With respect to the use and disclosure of personal
information contained in VR records, any such data...

100%   0%   100%
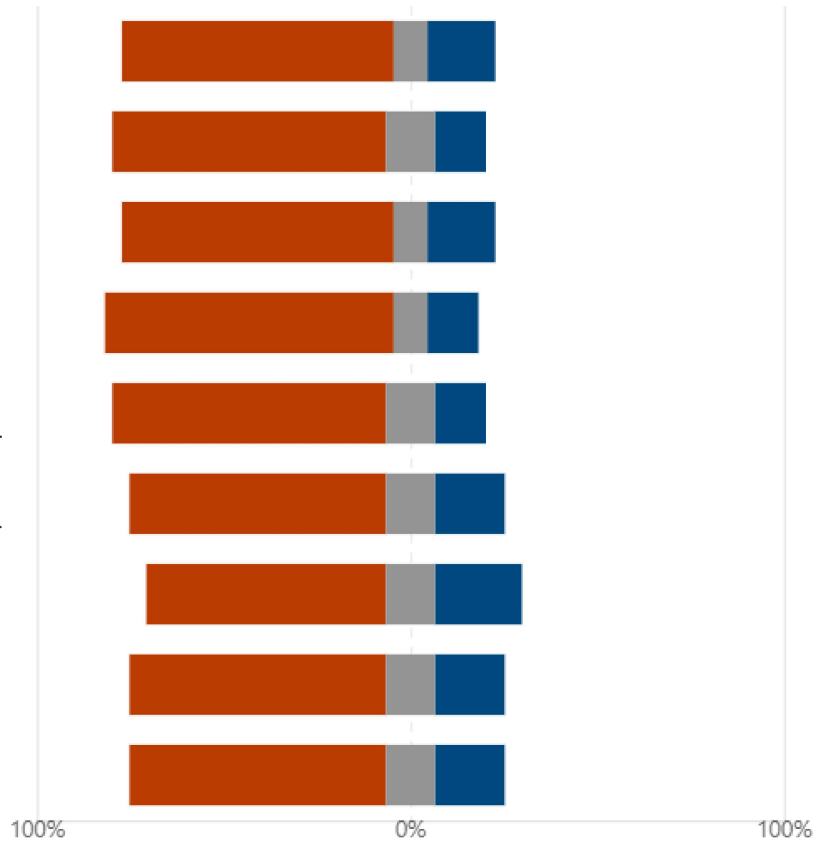
5. **Accessibility**

■ Yes ■ No ■ NA

Accessibility to the services provided by the One Stop
Centers and all Partner agencies is essential to meeting...

One-stop centers will maintain a culture of inclusiveness
and the physical characteristics of the facility, both...

Partners will comply with the Plain Writing Act of 2010;
the law that requires that federal agencies use "clear...

Partners should either have their own web presence via
a website and/or the use of social media, or work out a...

Communications access, for purposes of this MOU,
means that individuals with sensory disabilities can...

All Partners agree that they will not discriminate in their
employment practices or services on the basis of gend...

All Partners will cooperate with compliance monitoring
that is conducted at the Local level to ensure that all...

Staff members will be trained to provide services to all,
regardless of range of abilities, mobility, age, language...

An interpreter will be provided in real time or, if not
available, within a reasonable timeframe to any...

Assistive devices, such as screen-reading software
programs (e.g., JAWS and DRAGON) and assistive...

100%   0%   100%
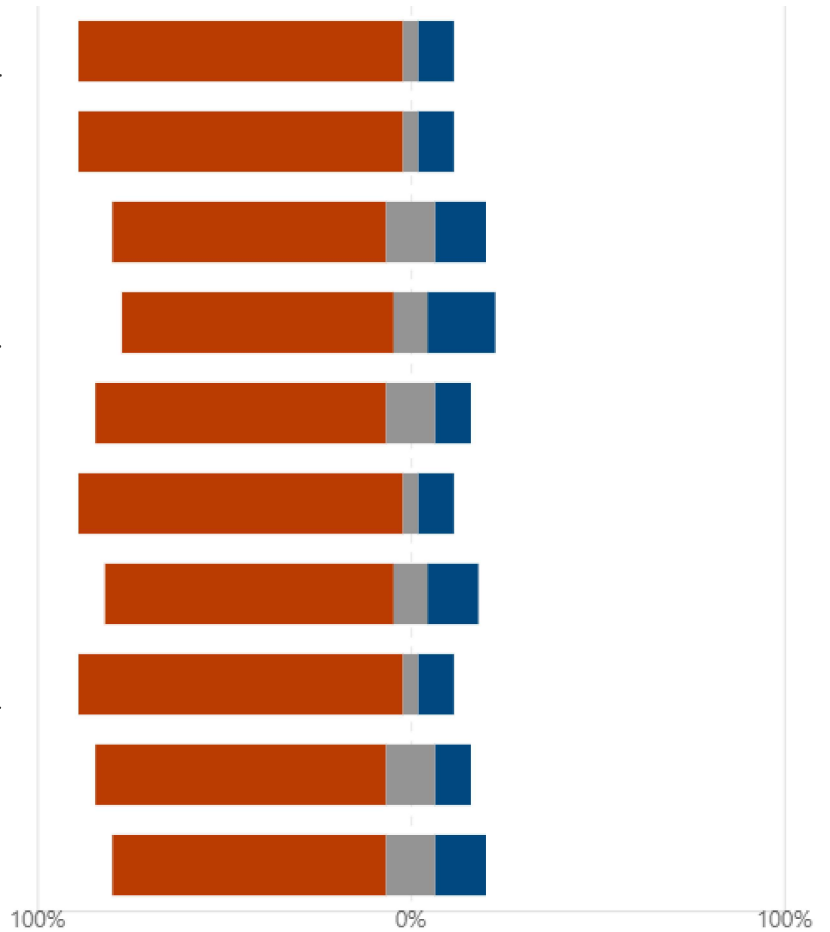
6. **Referrals**

■ Yes   ■ No   ■ NA

The primary principle of the referral system is to provide integrated and seamless delivery of services to worker...

In order to facilitate such a system, Partners agree to: Familiarize themselves with the basic eligibility and...

In order to facilitate such a system, Partners agree to: Develop materials summarizing their program...

In order to facilitate such a system, Partners agree to: Develop and utilize common intake, eligibility...

In order to facilitate such a system, Partners agree to: Provide substantive referrals – in accordance with t...

In order to facilitate such a system, Partners agree to: Regularly evaluate ways to improve the referral...

In order to facilitate such a system, Partners agree to: Commit to robust and ongoing communication...

In order to facilitate such a system, Partners agree to: Commit to actively follow up on the results of...

100%   0%   100%
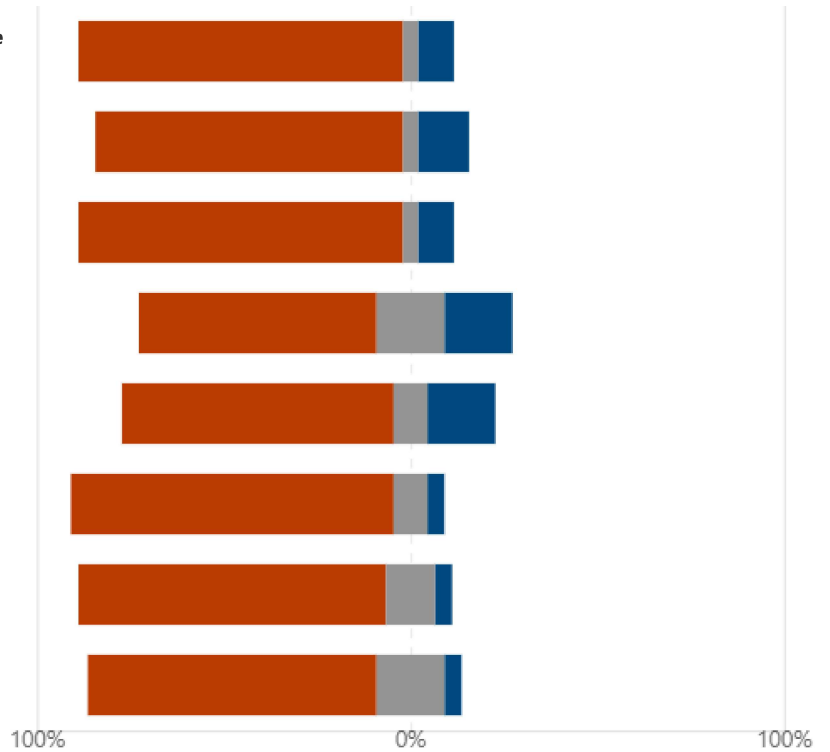
PY 2021-2022

Partnerships and Programs Alignment Assessment

23	**12:13**	**Closed**
Responses	Average time to complete	Status

1. **Enter program:**

23	Latest Responses
Responses	"*MCAP (Maricopa County Adult Probation) Education Center*"
	"*DES/WDA/DERS/Reentry* "
	"*Queen Creek Adult Education Program*"

4 respondents (**17**%) answered **Title** for this question.

2. **Enter your job role:**

23

Responses

"Workforce Development Instructor/Trainer"

"Reentry Coordinator "

"Director of Instruction"

13 respondents (**57**%) answered **Supervisor** for this question.

Instructor/Trainer
Development Instructor
College   Adult Education Unit Supervisor   Education Manager VRS
Education Coordinator   **Supervisor**   Coordinator
Program Unit   Office Supervisor
Workforce Reentry Coordinator   Training   Program Supervisor
Director of Instruction   Career Transitions

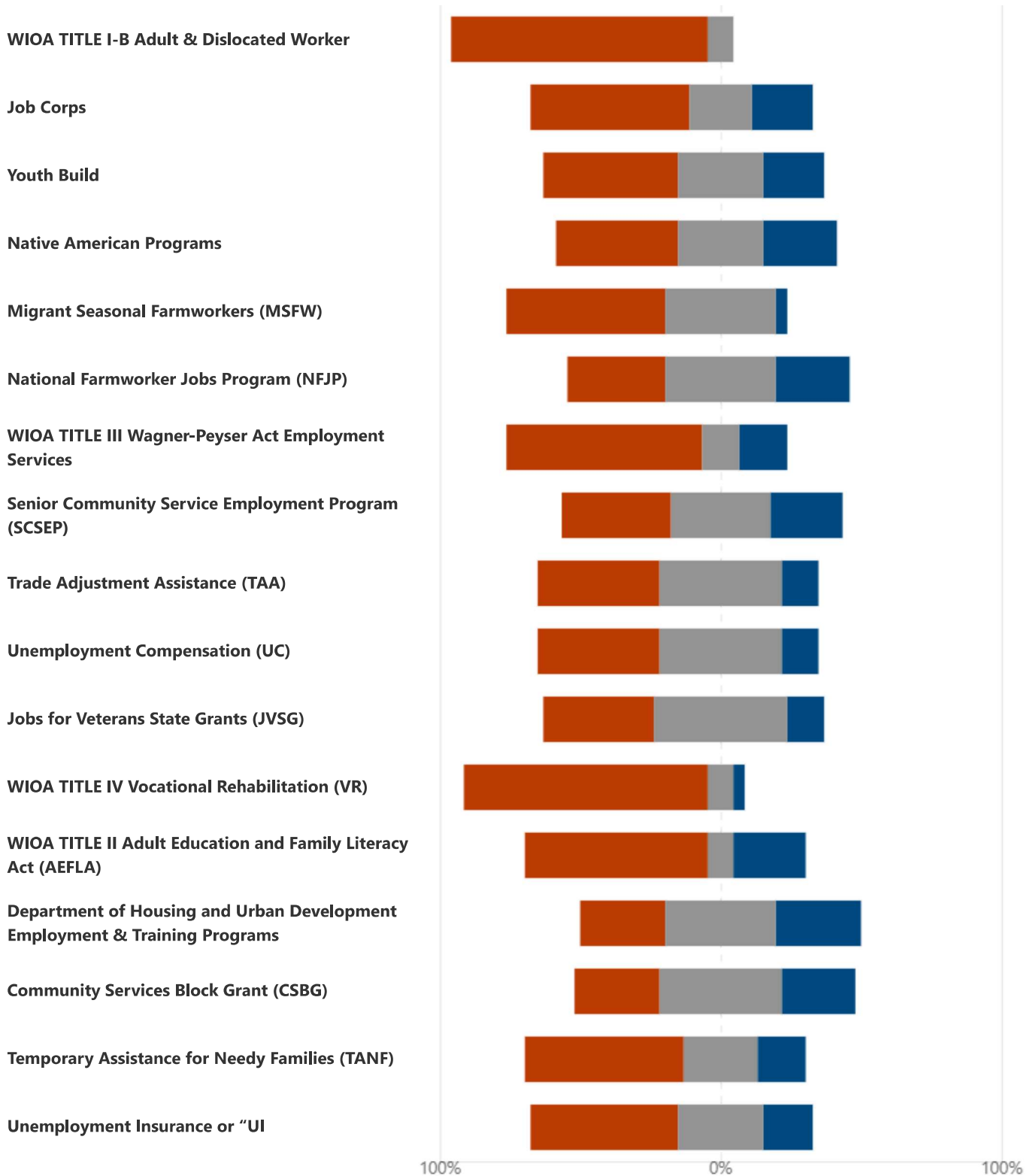3. **Service and System Integration (select NA if not certain and/or does not apply):**

■ Yes   ■ No   ■ NA

Are you or program communicating, sharing
information, and collaborating with the local are…

Are you or program participating or aware of joint
planning, policy development, and system delive…

Are you aware of the joint mission, vision, goals,
strategies, and performance measures?

Are you or program accessing and/or using
common and/or linked data management system…

Are you or program leveraging resources,
including other public agency and non-profit…

Are you or program contributing to continuous
improvement initiatives designed to boost…

Are you or program promoting and encouraging
program and service delivery integration?

Are you or program scheduling regular meetings
with other Partner programs to exchange…

Are you or program participating in or aware of
the integrated service delivery design…

Are you or program accessing and/or using data
sharing methods, as appropriate?

100%   0%   100%
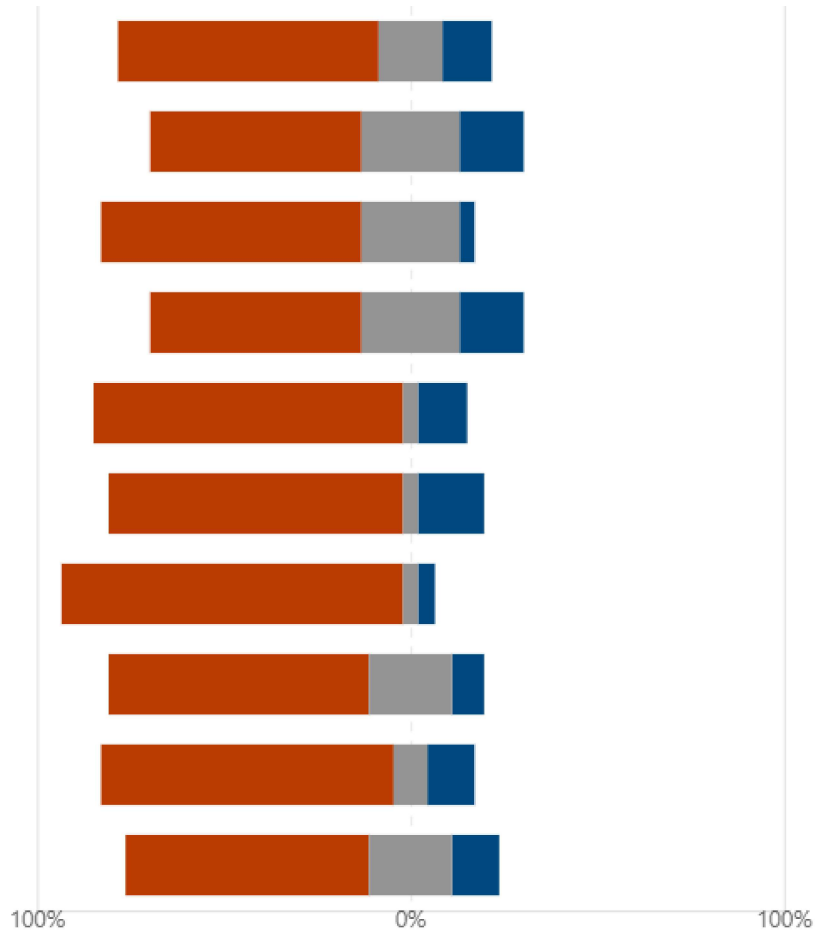
4. **Does your program work in partnership or access resources from any of the Required One-Stop programs listed (select NA if not certain and/or does not apply)?**

Legend: ■ Yes ■ No ■ NA

- WIOA TITLE I-B Adult & Dislocated Worker
- Job Corps
- Youth Build
- Native American Programs
- Migrant Seasonal Farmworkers (MSFW)
- National Farmworker Jobs Program (NFJP)
- WIOA TITLE III Wagner-Peyser Act Employment Services
- Senior Community Service Employment Program (SCSEP)
- Trade Adjustment Assistance (TAA)
- Unemployment Compensation (UC)
- Jobs for Veterans State Grants (JVSG)
- WIOA TITLE IV Vocational Rehabilitation (VR)
- WIOA TITLE II Adult Education and Family Literacy Act (AEFLA)
- Department of Housing and Urban Development Employment & Training Programs
- Community Services Block Grant (CSBG)
- Temporary Assistance for Needy Families (TANF)
- Unemployment Insurance or "UI
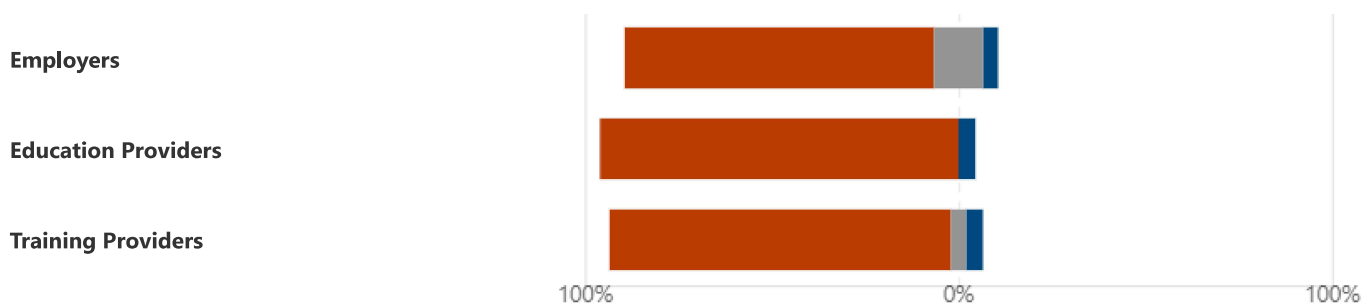
100%   0%   100%

5. **Do you or program work with employers or economic development entities to assess labor force need and in-demand skills (select NA if not certain and/or does not apply)?**
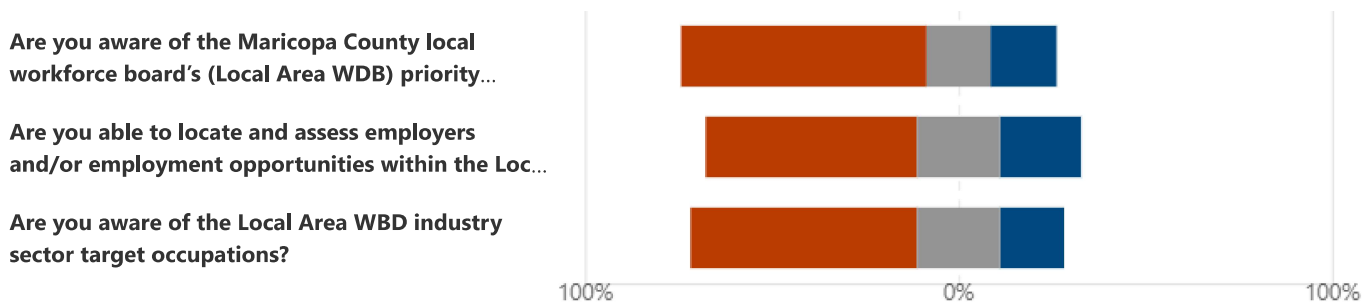
● Yes	14
● No	4
● NA	5
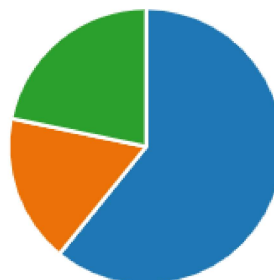
6. **Do you or program partner with or collaborate regularly with (select NA if not certain and/or does not apply)?**

■ Yes   ■ No   ■ NA

Employers

Education Providers

Training Providers

7. **Industry Sectors (select NA if not certain and/or does not apply):**

■ Yes   ■ No   ■ NA

Are you aware of the Maricopa County local workforce board's (Local Area WDB) priority...

Are you able to locate and assess employers and/or employment opportunities within the Loc...

Are you aware of the Local Area WBD industry sector target occupations?

8. Partner comment on barriers, opportunities or innovations for this area of focus (optional):

2
Responses

Latest Responses

"*There is opportunity for growth in these areas of partnerships and co-...*"

PY 2021-2022
Service Delivery & Access Assessment

24	**13:24**	**Closed**
Responses	Average time to complete	Status

1. **Enter your program:**

	Latest Responses
24	"*MCAP (Maricopa County Adult Probation) Education Center*"
Responses	"*DES/WDA/DERS/Reentry* "
	"*Reentry*"

4 respondents (**17**%) answered **Title** for this question.

> Business Services
> Title IB **Reentry** DERS/RSA Adult Learning
> Adult Probation **RSA** **Title** **Adult Education**
> Maricopa County DES **DERS**
> Education Center **Services** RSA Title Mesa Adult
> Rehabilitation Services DERS/Reentry Education Program

2. **Enter your job role:**

24
Responses

"Workforce Development Instructor/Trainer"

"Reentry Coordinator "

"APM"

13 respondents (**54**%) answered **Supervisor** for this question.

Adult Education · Instructor/Trainer · Development Instructor · VRS · Unit Supervisor · Workforce · Office Supervisor · APM · Education Coordinator · **Supervisor** · Coordinator · test · College · Program Unit · Reentry Coordinator · Training · Program Supervisor · Director of Instruction · Career Transitions

3. **How familiar are you with Individualized Career Services listed above (select NA if not certain and/or does not apply)?**

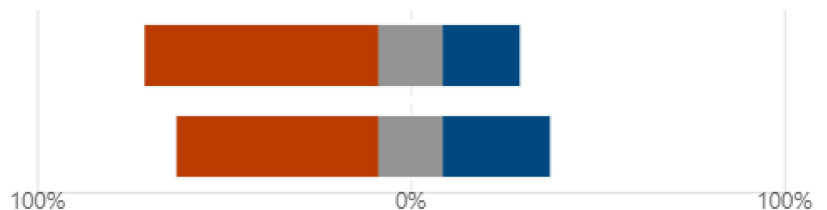|		
🔵 Very Familiar	11
🟠 Somewhat Familiar	12
🟢 Not At All Familiar	0
🔴 NA	1
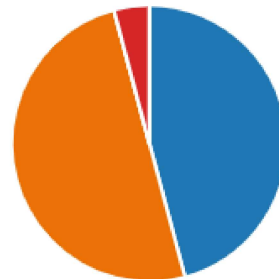
4. **Accessing and screening customers for Individualized Career Services (select NA if not certain and/or does not apply):**
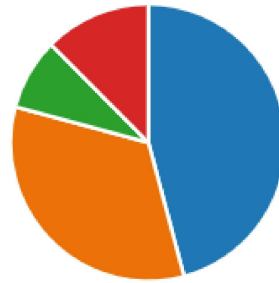
🟥 Yes   ⬜ No   🟦 NA

Do you know how to access Individualized Career Services for your customers?

Do you know the eligibility requirements for Individualized Career Services?

100%   0%   100%

5. **How familiar are you with Basic Career Services** (select NA if not certain and/or does not apply)?

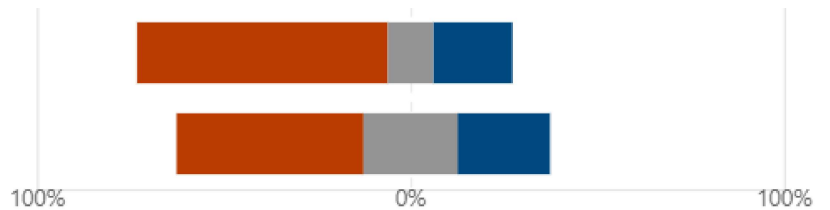| Very Familiar | 11 |
Somewhat Familiar	8
Not At All Familiar	2
NA	3

6. **Accessing and screening customers for Basic Career Services** (select NA if not certain and/or does not apply):
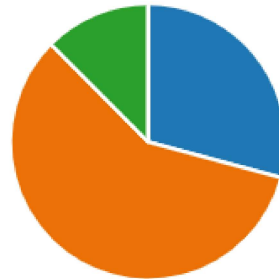
■ Yes ■ No ■ NA

Do you know how to access Basic Career Services for your customers?

Do you know the eligibility requirements for Basic Career Services?

100%   0%   100%

7. **How familiar are you with Youth Career Services** (select NA if not certain and/or does not apply)?

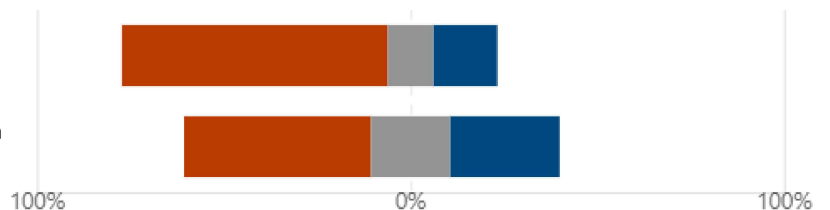| Very Familiar | 7 |
Somewhat Familiar	14
Not At All Familiar	3
NA	0

8. **Accessing and screening customers for Youth Career Services** (select NA if not certain and/or does not apply):
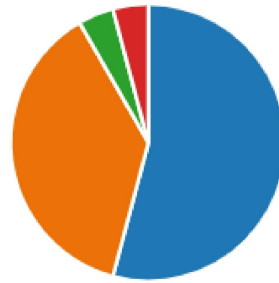
■ Yes ■ No ■ NA

Do you know how to access Youth Services for your customers?

Do you know the eligibility requirements for Youth Services?

100%   0%   100%

9. **How familiar are you with AJC Jobseeker Self Services (select NA if not certain and/or does not apply)?**

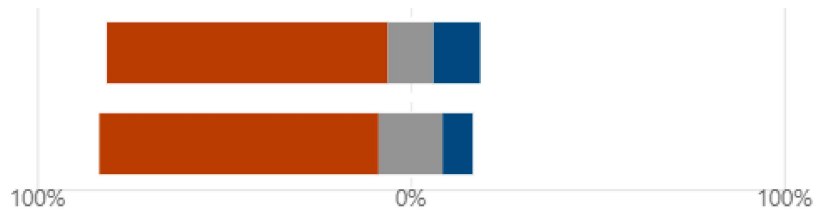|	
● Very Familiar	13
● Somewhat Familiar	9
● Not At All Familiar	1
● NA	1

10. **Accessing and screening customers for AJC Jobseeker Self Services (select NA if not certain and/or does not apply):**
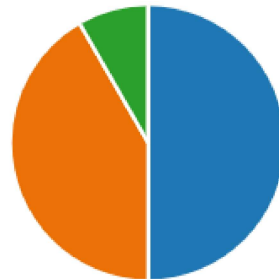
■ Yes ■ No ■ NA

Do you know how to access AJC Jobseeker Self Services for your customers?

Do you know the eligibility requirements for AJC Jobseeker Self Services?

11. **How familiar are you with Vocational Rehabilitation Services (select NA if not certain and/or does not apply)?**

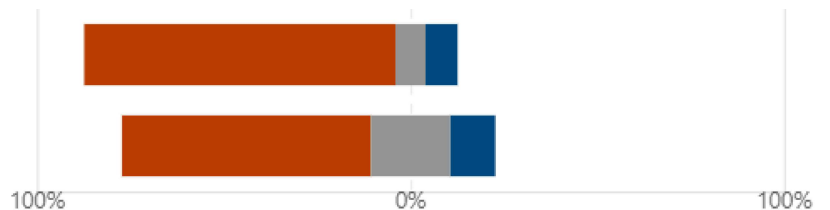|	
● Very Familiar	12
● Somewhat Familiar	10
● Not At All Familiar	2
● NA	0

12. **Accessing and screening customers for Vocational Rehabilitation Services (select NA if not certain and/or does not apply):**
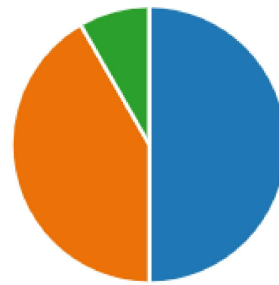
■ Yes ■ No ■ NA

Do you know how to access the Vocational Rehabilitation Services for your customers?

Do you know the eligibility requirements for Vocational Rehabilitation Services?

13. **How familiar are you with Adult Education Services (select NA if not certain and/or does not apply)?**

🔵 Very Familiar	12
🟠 Somewhat Familiar	10
🟢 Not At All Familiar	2
🔴 NA	0

14. **Accessing and screening customers for Adult Education Services (select NA if not certain and/or does not apply):**

🟥 Yes   ⬜ No   🟦 NA

Do you know how to access Adult Education Services for your customers?

Do you know the eligibility requirements for Adult Education Services?
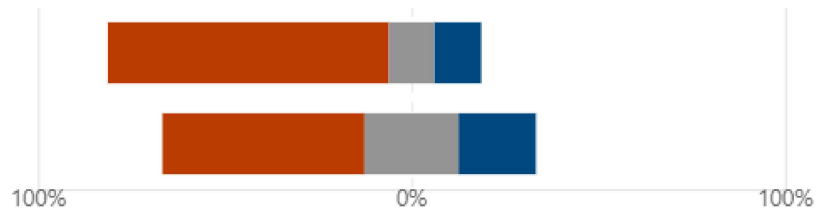
15. **Service Delivery & Access (select NA if not certain and/or does not apply):**

🟥 Yes   ⬜ No   🟦 NA

Does your program have a map of the service delivery experience for customers?

Do you have or know how to access programming content (flyers, etc.) for the other local WDA...

Are you aware that additional services may be provided on a case-by-case basis with the approv...

Do you have access to resources to assess customers for apprenticeships, trades, and...

Do you know how to access information on Arizona's apprenticeship program?

Is there a cost for English Second Language and High School Equivalency (GED) training?

Are you familiar with the WIOA Priority of Service provision?
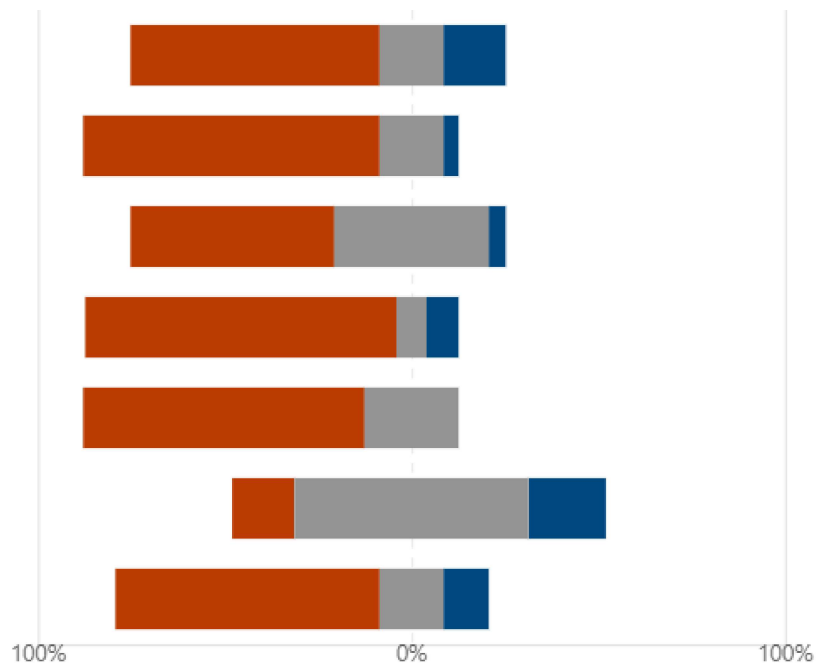
16. Are there any services not listed that could be valuable to the customer and/or employer experience, that should be considered (optional)?

<div align="center">

5

Responses

</div>

Latest Responses

"Other resources for customers"

"N/A"

2 respondents (**40**%) answered **customers** for this question.

service   IDK

little context   **customers** hard

resources for customers   delivery experience
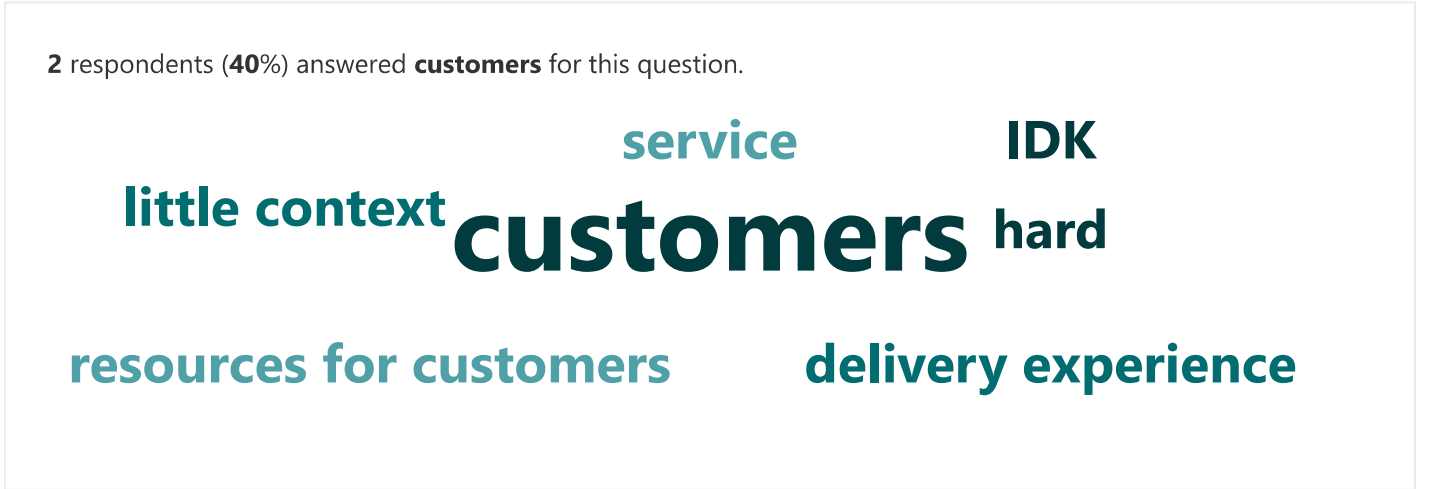
17. Partner comment on barriers, opportunities or innovations for this area of focus (optional):

<div align="center">

4

Responses

</div>

Latest Responses

"Understanding eligibility requirements are very helpful before referrin...

"N/A"

PY 2021-2022

Serving the Need of... Assessment

23	10:55	Active
Responses	Average time to complete	Status

1. **Enter your program:**

23

Responses

Latest Responses

"*MCAP (Maricopa County Adult Probation) Education Center*"

"*DES/WDA/DERS/Reentry* "

"*Reentry*"

4 respondents (**19**%) answered **Title** for this question.

Employment Service Rio
Vocational Rehabilitation
College Adult Learning Title I B Business Services
RSA Title
Salado Services Title RSA
Mesa Adult
Rehabilitation Services Adult Education DES
DERS/RSA
Gilbert Learning Program

2. **Enter your job role:**

23

Responses

13 respondents (**62**%) answered **Supervisor** for this question.

Career Transitions

Unit Supervisor   VRS   Office Supervisor

Education Coordinator **Supervisor** Coordinator

College   Program Unit

APM   Adult Education   Training   Program Supervisor

Education Manager   Reentry Coordinator

3. **Reasonable Accommodations (**select NA if not certain and/or does not apply**):**

■ Yes   ■ No   ■ NA

Do you know how to refer customers to the
Vocational Rehabilitation program for service?

Does your program have dedicated staff onsite
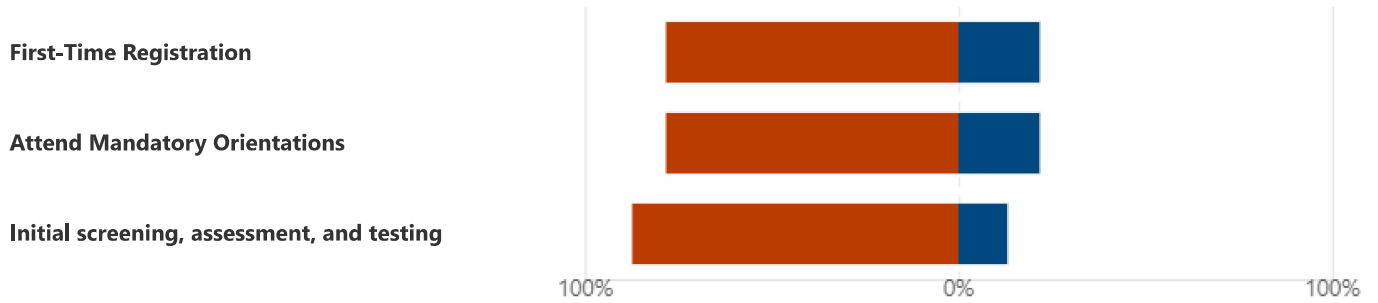that works with individuals with disabilities?

Does your program have access virtually including
by telephone to staff that work with individuals...

Does your program have access to an interpreter
in real time or, if not available, within a reasonabl...

100%   0%   100%
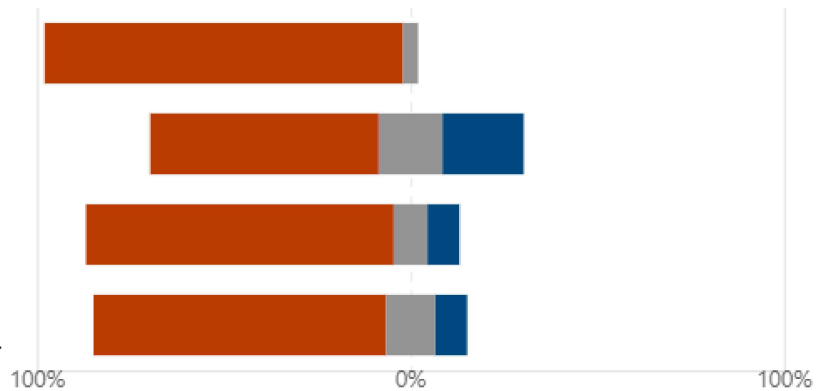
4. **Does your program have access to reasonable accommodations for individuals with disabilities to perform** (select NA if not certain and/or does not apply**)?**

■ Yes   ■ No   ■ NA

First-Time Registration

Attend Mandatory Orientations

Initial screening, assessment, and testing

100%   0%   100%

5. **Serving the Needs of...**(select NA if not certain and/or does not apply):

■ Yes   ■ No   ■ NA

Does your program have to access virtual tools and resources to serve and outreach to all...

Do you have access to social media platforms to connect with current customers and reach out to...

Does your program have a process for assessing career pathways for customers?

Do you know who the Maricopa County's Adult Education providers are?

Are you aware of the Adult Education providers integrated education and training opportunities?

Do you know where to access the Eligible Training Provider list?

Do you know how to advise customers interested in a training listed on the Eligible Training Provid...

Are you participating in submitting Partner to Partner customer referrals via PartnerLink?

100%   0%   100%

6. Please provide recommendations for programs to add to the referral system on PartnerLink (optional)?

6

Responses

3 respondents (**60**%) answered **referral** for this question.

City and the County
initial excitement   agency   minimal information
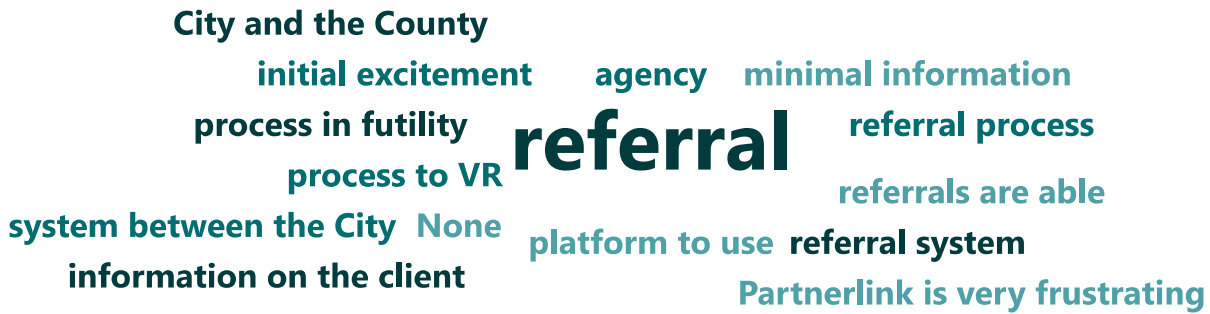process in futility   **referral**   referral process
process to VR   referrals are able
system between the City   None   platform to use   referral system
information on the client   Partnerlink is very frustrating

7. Partner comment on barriers, opportunities or innovations for this area of focus (optional):

7

Responses

2 respondents (**33**%) answered **barrier** for this question.

bit more difficult   core partners   Maricopa County
virtual office   line dialing   zoom meeting
staff has use language line   **partners**   intake processes
barrier
aware of this issue   ETP list
visuals for the interpreter   virtual interpreter
federal legislation   door approach   wrong door   VR clients referral systems

PY 2021-2022

Training & Development Needs Assessment

25	06:41	Closed
Responses	Average time to complete	Status

1. **Enter Program Name:**

	Latest Responses
25	"*Maricopa County Adult Probation (MCAP) Education Center*"
Responses	"*DES/WDA/DERS/Reentry*"
	"*Reentry*"

4 respondents (**16**%) answered **Adult Education** for this question.

Education Center   DERS/Reentry   DRES/RSA   **Maricopa County**
Mesa Adult   **Creek**   **Queen**   RSA Title   **Title**
Adult Learning   **Adult Education**   Title IB
Adult Probation   DERS   DES   **Reentry**   **RSA**
DERS/RSA   Education Program   Rehabilitation Services
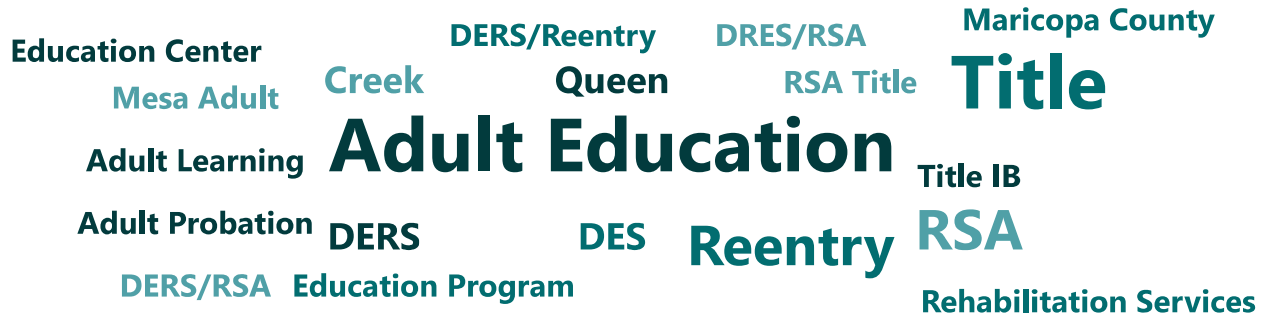
2. **Enter Job Role:**

<table>
<tr>
<td>

25

Responses

</td>
<td>

Latest Responses

"*Workforce Development Instructor/Trainer*"

"*Reentry Coordinator* "

"*APM*"

</td>
</tr>
</table>

13 respondents (**52**%) answered **Supervisor** for this question.

Career Transitions   Instructor/Trainer   Development Instructor
VRS   Adult Education   College   Director of Instruction
Office Supervisor   **Supervisor**   Coordinator   Unit Supervisor
Program Unit
Reentry Coordinator   Training   Program Supervisor
Workforce   Education Manager   APM   Education Coordinator

3. **What categories of training do you think you and /or staff need (check all that apply)?**

|		
🔵	Accessing Training Services & ...	12
🟠	Virtual Services & Resources	11
🟢	WIOA Programs & Services	16
🔴	Support Services	9
🟣	Career Readiness Resources	10
🟤	Serving Specialized Populations	12
🟣	Labor Market	8
⚫	Case Management & Coaching	9
🟡	Customer Service	9
🔵	Compliance	8
🔵	Partnerships	13
🟠	Outreach & Marketing	8
🟢	Employer Relations	11
🔴	Eligible Training Provider List	11
🟣	Apprenticeship Programs	10
🟤	Integrated Education & Training	12
🟣	Occupational Training, On-the...	10
⚫	TABE Testing	3
🟡	Customer Assessments	6
⚫	Other	0
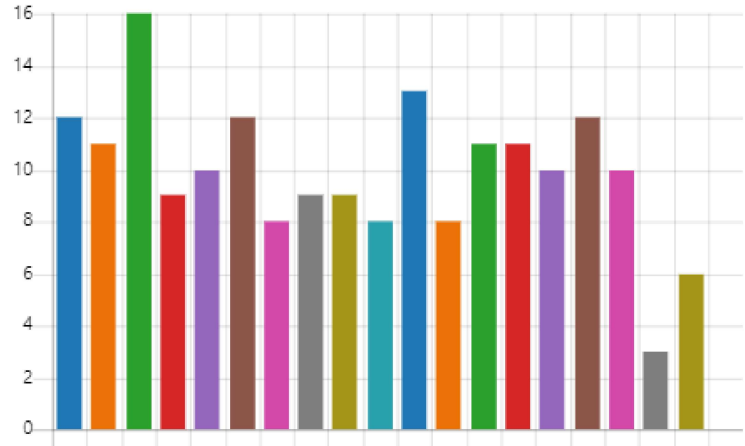
4. Please describe below if you selected "Other" for question #3:

2
Responses

Latest Responses
""

5. **Is cross-training available for Partners and staff, including other professional learning opportunities (select NA if not certain and/or does not apply)?**

🔵 Yes	14	
🟠 No	1	
🟢 NA	10	
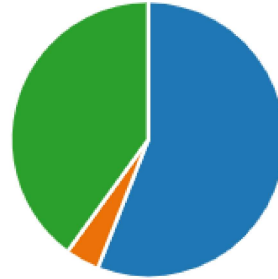
6. Partner comment on barriers, opportunities or innovations for this area of focus (optional):

7
Responses

Latest Responses
"Limitations on advertisement and marketing abilities due to restrictio…"
"n/a"

2 respondents (**29**%) answered **training** for this question.

team communication   Maricopa County
abilities   services or affiliations vast services are so broad unfamiliar
core partners training available **training** **cross** County services
parent organization
training is essential   training and communication restrictions
access point   DES VR made it mandatory advertisement and marketing