



Our Vision

We are a best-in-class workforce system that connects job-seekers to career opportunities and employers to skilled talent, stimulating economic prosperity and enhancing quality of life for all.

Our Values

Customer-Centric Service
Public Trust and Accountability
Data-Driven and Performance-Based
Responsive to a Changing Environment

Our Goals

1. Create a high-quality Workforce Development system
2. Build brand awareness of Workforce Development to increase utilization
3. Implement Regional Workforce entity
4. Build a self-sustaining system of Workforce Development
5. Design and utilize performance-based metrics that ensure capacity management and improve system outcomes

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

Wednesday, August 5, 2020 – 9:00 a.m.

REMOTE MEETING

WebEx: <https://mcwdb-1095-9b71.my.webex.com/meet/mcwdb>

Phone: +1-510-338-9438; Access Code/Meeting ID: 625 125 871

Members Present: Mark Lashinske (Ph.) Vanessa Andersen (Ph.), Shawn Hutchinson (Ph.), Elizabeth E. Cole (Ph.), Mark Wagner (Ph.)

Members Absent: N/A

Call to Order

Chairman, Mark Lashinske called the Executive Committee (EC) meeting to order at 9:00 a.m.

Roll Call

WDB Liaison, Nancy Avina, took roll. Quorum was present (5).

Consent Agenda Approval

Chairman Lashinske asked for a motion to approve consent the agenda. Elizabeth E. Cole made a motion to approve the consent agenda. Vanessa Andersen seconded the motion. No discussion held.

In favor: Mark Lashinske, Vanessa Andersen, Shawn Hutchinson, Elizabeth E. Cole, Mark Wagner;

Opposed: None;

Abstained: None.

Motion Carried.

Chairman Report

Chairman Lashinske welcomed Mr. Mark Wagner as member to the Executive Committee. Chairman Lashinske shared brief remarks around the pandemic and staying healthy. He informed he will continue to work on governance and compliance and would like to create a standing team to work in conjunction with a standing team for bylaws.

Executive Director Report

Executive Director, Patricia Wallace provided various updates including on:

- Local plan updates – Extension due date is coming up in August; minor updates will be provided to meet requirements. Performance negotiation recommendations are a part of the local plan – the State has provided recommendations based on a SAM model. Action will be needed from the Full Board
- MOU/IFA – New guidance was issued by DES. WDB staff will be reviewing guidance, requirements and due dates to meet submission.
- EV Relation – Information is still being collected from all partners to determine needs and engage MC real estate.

Committee members asked brief questions regarding DES letter received regarding the shared governance agreement and the focus of repairing the agreement. Ms. Wallace provided clarification regarding items on the letter, and taking them into consideration as well as, request for a full review. Comments were also added regarding the MOU/IFA regarding title II – adult ed./workforce set aside funds coming and restarting that process.

Meeting Schedule of the Full Board Dates

Chairman Lashinske opened the floor to Board Liaison, Nancy Avina to provide a meeting scheduling overview and process for changing meeting dates. Ms. Avina provided an overview as requested and spoke

to a surveying process to change the meeting dates. Brief clarifying questions were asked; Ms. Avina addressed questions. Chairman Lashinske, asked WDB staff to run a poll.

Create a Standing Team Regarding the Bylaws

Chairman Lashinske informed on creating a standing team to review the bylaws and making sure they are in compliance with standard governance of the State and the Board of Supervisors.

Review the Local Plan Updates

Executive Director, Patricia Wallace further informed on making sure the local plan meets all DES requirements as well as on subsequent updates that may be needed.

Chairman Lashinske requested legal clarification on bylaws - Article V, Section 1, A. Ms. Cummings read the directly from the bylaws; with that, Chairman Lashinske instructed staff to reach out the Human Service Department to request staff if assistance was needed with WDB work – Local plan and EV Center Relocation. Clarification was asked by committee members on ask; Chairman Lashinske clarified the need for additional staff to accomplish WDB work deadlines.

Review the progress of the EV Career Center Relocation

Executive Director, Patricia Wallace further informed on following up with partners to determine needs and staffing plans and covid-19 impacts; and then engaging MC real estate and developing a timeline. Ms. Wallace further expressed foreseeing additional meetings and presentations. Ms. Wallace also briefly touched upon affiliate sites and impact to those.

Discussion of Activation of the Grievance Process*

Chairman Lashinske informed on discussions with legal regarding process; and whether it is a process of a board or individual board member. A request was made for legal to review potential legal processes. Clarification was asked by committee members on purpose of the agenda item; Chairman Lashinske clarified the intent.

Call to the Public

Chairman, Lashinske called for public comment. No public comment made.

Adjourn Executive Committee Meeting

Chairman Lashinske adjourned the meeting at 9:33 a.m.

**For More Information Please Contact, MCWDB Staff: mcwdb@maricopa.gov*

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Corrective Action Plan Timeline for Compliance with WIOA Requirements

Compliance requirements : Program Performance Metrics, Infrastructure Funding Agreement, Shared Governance Agreement, Service Provider Agreement, Bylaws.

Date	Event	Action
8/26/2020	WDB Regular Meeting	WDB to have presentations and/or vote on Corrective Action Plan and timeline and performance metrics
8/27/2020	DES Meeting (Optional)	To agree on performance metrics. Meeting not required if notice is sent earlier.
8/31/2020	Due Date	Infrastructure Funding Agreement submitted to DES for review
8/31/2020	BOS Informal Meeting	BOS to vote on Corrective Action Plan and timeline, if necessary
9/1/2020	Due Date	Submit Corrective Action Plan, timeline
9/2/2020	BOS Formal Meeting	
9/3/2020	Workgroup meeting	Review 6/24/2020 SGA version and DES feedback from 7/30/2020; draft additional language or changes to respond to DES identified issues
9/11/2020	Workgroup meeting	Final review of amended SGA; send new version to DES for technical review
9/16/2020	BOS Formal Meeting	BOS to approve Infrastructure Funding Agreement (if feedback received by DES by this date)
9/18/2020	Workgroup meeting	Review 6/24/2020 Service Provider Agreement version; draft additional language or changes
9/23/2020	WDB Regular Meeting	WDB to approve Infrastructure Funding Agreement (if feedback received by DES by this date). Final review of new Service Provider Agreement; send to DES for review
9/25/2020	Workgroup meeting	Review Bylaws; draft additional language or changes
10/2/2020	Workgroup meeting	Final review of Bylaws; send to DES for review
10/7/2020	BOS Formal Meeting	
10/9/2020	Workgroup meeting	If needed to finalize documents
10/16/2020	Workgroup meeting	If needed to finalize documents
10/21/2020	BOS Formal Meeting	BOS to consider approval of updated SGA, Service Provider Agreement, and Bylaws
10/23/2020	Workgroup meeting	If needed to finalize documents
10/28/2020	WDB Regular Meeting	WDB to consider approval of updated SGA, Service Provider Agreement, and Bylaws
11/1/2020	Final submission	Final approved SGA, Service Provider Agreement, and Bylaws submitted to DES

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Corrective Action Plan Timeline for Local Plan

Date	Event	Action
8/26/2020	WDB Regular Meeting	WDB to have presentation and/or vote on Corrective Action Plan and timeline
8/31/2020	Staff assignment	Complete consultant scope of work
9/1/2020	Staff assignment	Begin five day solicitation period
9/9/2020	Workgroup meeting	Select consultant
9/14/2020		Consultant to begin work
9/14/2020- 11/1/2020		Consultant work time; interim deliverable dates will be provided in final contract
10/7/2020	WDB Executive Meeting	Interim report from consultant
11/1/2020	Consultant deliverable	First draft of local plan due
11/8/2020	Consultant deliverable	Consultant will incorporate all feedback on local plan draft; consultant will publish draft local plan for public comment (on or about this date)
11/30/2020		End of public comment period
12/8/2020	Consultant deliverable	Consultant will submit final version of local plan
12/16/2020	BOS Formal Meeting	BOS final adoption of local plan
12/23/2020	WDB Regular Meeting	WDB final adoption of local plan

AGREEMENT BETWEEN
MARICOPA COUNTY BOARD OF SUPERVISORS and
MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD

This shared governance and multi-function agreement is made by and between Maricopa County, a political body duly organized and existing under the laws of the state of Arizona and its Maricopa County Board of Supervisors (hereafter referred to as “BOS”), the Chief Elected Officials (CEOs) under the Workforce Innovation and Opportunity Act (WIOA), and the Maricopa County Workforce Development Board (hereafter referred to as “WDB”), the local workforce development board as designated by the Governor of Arizona, to articulate the relationship, roles, and responsibilities between the two entities as required by the federal Workforce Innovation and Opportunity Act (hereafter referred to as WIOA) of 2014 (Public Law No. 113-128). BOS and WDB are collectively referred to herein as the “Parties” and individually as “Party.”

RECITALS

Whereas, the Workforce Innovation and Opportunity Act (WIOA) was established to increase employment, education, and training for individuals with barriers, to support the alignment and improvement of the workforce development system, to improve the skills of workers to secure employment with family-sustaining wages and provide employers with a skilled workforce for global competitiveness, and to provide workforce activities through state and local workforce development systems; and

Whereas, Maricopa County is designated the local workforce development area by the Governor and is funded to administer WIOA in Maricopa County, outside of the City of Phoenix; and,

Whereas, the Maricopa County Board of Supervisors are the designated Chief Elected Officials by the State of Arizona; and,

Whereas, the Maricopa County Workforce Development Board is designated as the workforce development board for the Maricopa County Local Workforce Development Area; and,

Whereas, all Parties acknowledge that WIOA laws and regulations, Training and Employment Guidance Letters (TEGLs), Uniform Administrative Guidance, State Law and applicable policies, the Arizona Department of Economic Security WIOA contract, and County policies must be adhered to in their entirety; and,

Whereas, the WIOA emphasizes local control so the Local Workforce Area can tailor services for the unique needs of that Local Workforce Area; and,

Whereas, the WIOA requires that a shared governance and multi-function agreement be entered into to delineate the role and responsibilities of the BOS, WDB (and its staff), Fiscal Agent, and any entity performing multiple functions; and,

Whereas, it is the desire of both parties to have an agreement that provides a basis for cooperation and partnership which will lead to the success of the employment and training system (ARIZONA@WORK MARICOPA COUNTY) within the County and contribute to the overall economic prosperity of the region and its residents;

Therefore, in consideration of the recitals set forth above and incorporated by reference, the Parties agree as follows:

I. Purpose

The purpose of the Agreement is to define the roles and responsibilities of the BOS and WDB, and establish the multi-function agreement between the BOS and WDB as required by the WIOA since the Maricopa County Human Services Department is performing more than one role.

II. Definitions

For the purposes of this agreement, the following terms shall have the meaning set forth below:

- A. **Career Services Provider:** the provider of services as specified in WIOA to “Adults” and/or “Dislocated Workers.”
- B. **Chief Elected Officials (“CEOs”):** the Board of Supervisors (BOS).
- C. **Conflict of Interest:** a situation in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity.
- D. **Fiscal Agent:** the BOS, or designated entity, responsible to perform accounting and funds management for WIOA funds.
- E. **Grant Recipient:** the BOS, or designated entity, responsible for policy, and oversight of the WIOA program and funds in the Local Workforce Area.
- F. **Local Workforce Area:** Maricopa County as designated by the Governor.
- G. **Local Workforce Development Board (“WDB”):** the Maricopa County Workforce Development Board as defined by 20 CFR 679.310.
- H. **One Stop Delivery System:** the workforce development, educational, and other human resource services joined in a seamless customer-focused service delivery network that enhances access to the programs’ services and improves long-term employment outcomes for individuals receiving assistance.
- I. **One Stop Operator (“OSO”):** the entity that coordinates the service delivery of required one-stop partners and service providers as specified in WIOA.
- J. **Training and Employment Guidance Letter (“TEGL”):** the guidance letter issued by the US Department of Labor.
- K. **Training Provider:** An entity with a demonstrated ability of training individuals to enter quality employment and that is included on the eligible training provider list.
- L. **Vacancy Appointment:** a nominee selected to serve the remaining term of vacant position.
- M. **Vacancy Date:** the date the BOS approves the resignation or termination of a WDB member.
- N. **WIOA:** the Workforce Innovation and Opportunity Act of 2014, as amended.
- O. **Youth Services Provider:** the provider of services to youth as specified in WIOA.

III. Effective Date, Term, and Termination

- A. This Agreement shall be effective July 1, 2020 until June 30, 2023 unless terminated as provided herein.
- B. The Agreement may be renegotiated or terminated by either Party with sixty (60) days’ notice in writing to the other party. Such notice shall be given by personal delivery or by Registered or Certified mail.
- C. This Agreement is subject to the statutory language of A.R.S. § 38-511 which are incorporated herein by reference.

- D. If any action is taken by any State agency, federal department or any other agency or instrumentality to suspend, decrease or terminate its fiscal obligation under, or in connection with this Agreement, the Parties may amend, suspend, decrease or terminate its obligations under or in connection with this Agreement. In the event of termination, the Parties shall be liable for payment only for services rendered prior to the effective date of the termination, provided that such services performed are in accordance with the provisions of this Agreement. The Parties shall give written notice of the effective date of any suspension, amendment, or termination under this section at least ten (10) calendar days in advance.
- E. This Agreement may be terminated by mutual written agreement of the parties specifying the termination date therein.

IV. Amendments

- A. Proposed amendments or termination to this Agreement may be offered by either Party in writing within sixty (60) days, at a minimum, to the other Party, via official electronic communication and certified mail. Adoption of such proposals shall be approved and enforced through a signed document by both Parties.
- B. The Agreement may be amended if the governance structure changes, if the Bylaws are amended, or in the event the regulations or laws change.
- C. Any amendment or change to the Agreement must be maintained at the LWDB staff office and be available for monitoring by the state administrative entity.
- D. The entire Agreement of the Parties is contained herein, and this Agreement supersedes all prior agreements between the Parties relating to the subject matter thereof.

V. Notices of Election

- A change of leadership of the WDB and the BOS does not constitute an amendment of this agreement, but Parties shall provide notification of leadership changes as follows:
- A. Notice of an election of a new WDB Chair, as evidenced within the minutes of the WDB meeting, shall be provided to the Maricopa County Clerk of the Board.
 - B. Notice of an election of any new BOS and/or the BOS Chairman, as evidenced within the minutes of the BOS meeting, shall be published on the BOS website within 10 days after the first BOS meeting of each calendar year.

VI. BOS Roles and Responsibilities

A. Delegated Functions

- 1. The BOS designates the Assistant County Manager to serve as WDB liaison to the BOS;
- 2. The BOS designates Maricopa County Human Service Department to serve as Fiscal Agent for the WDB and be responsible for the receipt and disbursement of WIOA funds in the Local Workforce Area. The specific roles and responsibilities of the Fiscal Agent are identified in Section IX.
 - a) HSD staff involved in Fiscal Agent function shall not be involved in policy or direct service provision activities of the Local WDB.
 - b) Any funding or costs shifted between the WDB budget and the HSD Service Provider budgets shall be presented to the WDB for review and authorization.
 - c) BOS approval is required if the funds shift results in an increased budgeted amount for the WDB.

d) BOS approval is required if the funds shift results in a substantial decrease, as recognized by the WDB to the WDB budget.

3. To ensure proper separation of duties and functions, there shall be established two separate budget units. Each unit shall have a separate budget and personnel with separate functions and hierarchical reporting chains. Notwithstanding the foregoing, personnel shall be individually and collectively responsible for reporting compliance with WIOA and regulations, OMB circulars, and State and County policies and statutes.
4. The BOS delegates signatory capacity to the Chairman of the BOS.

B. Misuse of Funds

The BOS are liable in their official capacity for any misuse of grant funds as described in WIOA.

C. WDB Membership

1. The BOS shall solicit nominations for the WDB. The final selection and appointment of WDB members shall be made by the BOS in accordance with WIOA and State and Federal requirements and consider recommendations pursuant to Section J.4.Composition: The WDB shall be composed of the following:
 - a) The WDB shall be comprised of private business sector and public sector members.
 - b) The Board membership shall be representative of the Local Workforce Area's geography and business demographics.
 - c) The BOS will seek to have a WDB membership which is diverse in gender and ethnicity.
 - d) An individual may serve as a representative of more than one membership category if the individual meets all the criteria for representative in accordance with WIOA.
 - e) At least 51% of members shall be representatives of business in the Local Workforce Area who:
 - (1) Are owners of businesses, chief executives or operating officers of businesses, or other individuals with optimum policymaking or hiring authority;
 - (2) Provide employment opportunities in in-demand industry sectors or occupations, and provide high-quality work-relevant training and development opportunities to its workforce or the workforce of others in the case of organizations representing business;
 - (3) Are appointed from among individuals nominated by local business organizations and business trade associations; and
 - (4) At least two (2) members must represent small business as defined by the U.S. Small Business Association.
 - f) At least 20% of the members must be workforce representatives with optimum policymaking authority. These representatives:
 - (1) Must include at least two (2) representatives of labor organizations, nominated by local labor federations or other representatives of employees;
 - (2) Must include at least one (1) representative of a joint labor-management, or union- affiliated, registered apprenticeship program within the Local Workforce Area who must be a training director or member of a labor organization. If no union-affiliated

registered, apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed;

- (3) May include one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or support competitive, integrated employment for individuals with disabilities; and
 - (4) May also include one or more representatives of organizations that have demonstrated experience in addressing the employment, training, or education needs of eligible youth, including representatives or organizations that serve out-of-school youth.
- g) The balance of the Board membership shall include the mandatory category of individuals with optimum policymaking authority, as follows:
- (1) At least one (1) eligible provider administering adult education and literacy activities under WIOA Title II, selected from among the providers serving in the Local Workforce Area;
 - (2) At least one (1) representative from an institution of higher education providing workforce development activities, including community colleges;
 - (3) At least one (1) representative from economic and community development entities;
 - (4) At least one (1) representative from the state Employment Service office under the Wagner-Peyser Act;
 - (5) At least one (1) representative from the programs carried out under Title I of the Rehabilitation Act of 1973, other than sec. 112 or Part C of that title (i.e., the State Vocational Rehabilitation Program or the state agency responsible for the State Vocational Rehabilitation Program); and
- h) Members may also include a non-mandatory category of additional Local Workforce Area representatives appointed by the BOS from:
- (1) Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment;
 - (2) Governmental and economic and community development entities who represent transportation, housing, and public assistance programs;
 - (3) Local Workforce Area philanthropic organizations; and,
 - (4) Other appropriate individuals based on the WIOA law and regulations as determined by the BOS.
- i) At least (1) representative from County Management shall be appointed by the BOS.

2. Nomination: Consistent with WIOA, the BOS adopts the following nomination criteria:

- a) All nomination submitted the BOS for consideration must be submitted in writing and include sufficient supporting documentation to demonstrate the qualifications of the nominee.
 - b) Nominees who are intended to serve as representatives of business in the Local Workforce Area must be appointed from among individuals nominated by business organizations and business trade associations.
 - c) Nominees who are intended to serve as representatives of labor must be appointed from among individuals nominated by local labor federations.
 - d) For the mandatory categories, nominees must be appointed from among individuals nominated by a senior executive from the agency or institution of employment or affiliation.
 - e) For the mandatory category of adult education and literacy, a solicitation of nominations will be based on a solicitation of Local Workforce Area providers of adult education and literacy activities under WIOA Title II.
 - f) For the mandatory category of higher education institutions, a solicitation of nominations will be based on a solicitation of all institutions of higher education providing workforce development activities.
 - g) For the non-mandatory categories, a solicitation of nominations will be based on a:
 - (1) Solicitation of community-based organizations (CBOs). Representative nominations from local CBOs must be qualified by being workforce-centered and having demonstrated positive performance for at least three to five years in the community.
 - (2) Solicitation of nominations from other optional representatives with a workforce mission/focus must hold promise for beneficial partnerships.
 - h) Nominees shall meet the qualifications of the membership category for which they are applying. Nominees shall confirm their qualifications for the membership category for which they are applying in writing. Nominating organizations shall confirm the same.
 - i) Members shall notify the WDB and the Clerk of the Board if they no longer meet the qualification criteria required by WIOA for their position on the WDB.
 - j) All vacancies shall be publicly noticed on the Maricopa County website.
3. Appointments.
- a) The BOS shall appoint each member of the WDB by majority vote.
 - b) Reappointments will follow the same nomination process as outlined in this agreement, and will be made within 120 days of the term expiration.
 - c) Notification of appointments will be evidenced within the minutes of the BOS meetings.
4. Terms of Office of BOS Appointees.
- a) Members appointed to the WDB shall serve three year terms, except vacancy appointees who shall serve the remaining term of their

predecessor. Upon expiration of his or her term, any WDB Member may continue to serve until the BOS takes action.

- b) Appointments will be staggered to the extent possible to have only one-third (1/3) of the membership expire in a given year.

5. Resignations

- a) Resignation by WDB members shall be submitted in writing to the WDB Chair and the Clerk of the Board. A member's resignation is effective only when accepted by the BOS.

6. Terminations

BOS may remove a member for the following reasons:

- a) Failure to attend WDB meetings, as follows:
 - (1) More than three consecutive absences from regularly scheduled meetings by any member during any 12-month program period (July 1 – June 30) shall result in the removal of the member from the WDB.
 - (2) Any four absences from regularly scheduled meetings during a twelve month period by any member during any 12-month program period (July 1 – June 30) shall result in the removal of the member from the WDB.
 - (3) Within seven (7) days of notification of attendance policies violation a member may provide a written explanation to the WDB Chair on the reason for the absences.
 - (4) Exceptions to attendance policies may be made by the WDB Chair due to special circumstances and shall be documented.
- b) Violation of Conflicts of Interest and Ethics imposed by WIOA, A.R.S. §38-501 *et seq.*, and Maricopa County Internal Policy HR2421.
- c) Failure to meet WDB member representation requirements as defined in WIOA.
- d) Documented malfeasance, fraud or abuse.
- e) Any WDB member may be removed based on the strategic direction of the BOS.

7. Vacancies

- a) WDB vacancies shall be filled within 120 days of the vacancy date by the BOS.
 - b) If a vacancy occurs by other than an expiration of term, the vacancy shall be filled by appointment by the BOS for the unexpired portion of the term.
 - c) In the event a vacancy cannot be filled within 120 days, Assistant County Manager, or delegate, shall request a waiver in writing to the Director of the State Workforce Development Board with an explanation of why a vacancy was not filled in the 120-day timeframe and a description of the process underway to fill the vacancy. The Assistant County Manager or his/her delegate must maintain written approval of the waiver request by the Director of the State Workforce Development Board for State monitoring purposes.
 - d) Positions will be filled in compliance with WIOA.
 - e) Nominees for a vacancy shall meet the criteria needed to fulfill the Board composition requirements of WIOA.

8. Compensation
 - a) Members of the WDB shall serve without compensation except for any pre-authorized travel expenses incurred in connection with their duties, including transportation, meals, and lodging; in accordance with WIOA and all applicable Maricopa County policies and regulations.
 - b) The BOS through the Fiscal Agent is authorized to reimburse those expenses identified in (A) post-travel to the extent such expenses are allowable and reimbursable under WIOA and all applicable County policies and regulations.
9. The WDB shall provide WDB member orientation.

D. Youth Services:

Pursuant to CFR 681.400(a), the County has exercised its option to directly provide all youth workforce investment activities in Maricopa County. Should the County cease exercising its option to provide youth workforce investment activities directly, the WDB could choose to award grants or contracts to youth service providers pursuant to the requirements set forth in CFR 681.400(b), including, but not limited to, requiring said grants and contracts be awarded on a competitive basis.

VII. WDB Roles and Responsibilities

- A. WDB serves as a strategic convener to promote and broker effective relationships with the County and the Maricopa County workforce system. The WDB shall maintain strategic and strong relationships with business organizations, chambers of commerce, labor and trade associations, education providers, and others as needed or required.
- B. WDB provides strategic and operational oversight for the workforce system.
- C. The following WDB required roles and responsibilities shall be completed by WDB members or the WDB staff, at the direction of the WDB. WDB shall consult with County concerning all responsibilities delegated to staff consistent with the requirements set forth in Section XI.

1. Workforce Research and Regional Labor Market Analysis

Conduct research, collect data, perform specified regional market labor analysis, and periodic economic and workforce analyses as a part of the local planning process and to assist the Governor in developing the statewide workforce and labor market information system.

2. Convening, Brokering, and Leveraging

Convene the local workforce development system stakeholders to assist in the development of the Local Workforce Area plan, and identify non- federal expertise and resources to leverage support for workforce activities.

3. Employer Engagement

Lead efforts to engage with a diverse range of employers, entities in the region, and economic development entities to promote business representation on the WDB and develop effective linkages with employers to support employer utilization of the Maricopa County workforce system to ensure the workforce investment activities meet the needs of employers, and support economic growth in the region. The WDB shall coordinate with BOS economic development strategies and workforce priorities that align with WIOA.

4. Career Pathways

Collaborate with secondary and postsecondary education program representatives leading the efforts in the local workforce development area to develop and implement career pathways.

5. Proven and Promising Practices

Identify, promote, and disseminate proven and promising strategies, initiatives, and practices for meeting the needs of all job seekers and employers.

6. Technology

Develop strategies, including coordination with the County and all workforce system partners, for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, job seekers, and specifically those with barriers to employment.

7. Coordination of Education Providers

Coordinate activities with education and training providers, including those on the State-approved Eligible Training Provider List (ETPL) and all WIOA Title II service providers.

8. Accessibility for Individuals with Disabilities

Annually assess the physical and programmatic accessibility of all one-stop centers in the Local Workforce Area in accordance with the Americans with Disability Act of 1990.

D. Communication with the Public

- 1. All meetings of the WDB, including its committees and workgroups shall be conducted in compliance with Open Meeting Law (Arizona Revised Statutes 38-431 et seq.). Meetings shall be open, and it shall be a stated policy that interested citizens or groups will be heard on workforce development matters.
- 2. The WDB shall meet not less than six times per year.
- 3. Within three (3) business days of any WDB meeting, including its committees and workgroups, the WDB staff shall make available the meeting minutes on the WDB website.
- 4. On behalf of the WDB, the WDB staff shall make available to the public on the WDB website information regarding the activities of the WDB, including but not limited to:
 - a) Local Plan, including any modifications;
 - b) List and affiliation of WDB members; and
 - c) WDB Bylaws.

E. Board membership

- 1. The WDB may solicit and refer candidates to apply for WDB membership.
- 2. In consultation with the Assistant County Manager, the WDB Chair may recommend removal of a member when:
 - a) A member no longer holding the qualifications of membership which were the basis for their initial appointment.
 - b) Failure to represent the WDB in a manner deemed appropriate.

F. Career Services

- 1. WDB selects the Career Services Provider. The expectations and terms of the service provider shall be documented in a contract approved by the WDB and BOS. Additional guidance on service provider selection can be found in Section VIII.
- 2.

VIII. Shared Roles and Responsibilities

A. WDB Budget The Parties share the responsibility for the WDB Budget as follows:

- 1. Development and Submission
 - a) WDB and their designated staff shall develop an annual line item budget and budget justification for the purpose of carrying out the

- duties as referenced in this agreement.
 - b) The budgeting period must be aligned with the County fiscal year, which runs from July 1 through June 30.
 - c) The budget must be in accordance with all County policies and guidelines, WIOA, and Uniform guidance.
 - d) WDB shall submit the annual line item budget and budget justification to the Assistant County Manager by December 1 of each year
- 2. Budget Review and Approval
 - a) The Fiscal Agent shall review the WDB budget to ensure it is in accordance with all County policies and guidelines, WIOA, and Uniform Administrative Guidance.
 - b) The Fiscal Agent shall provide the budget review to the Assistant County Manager and the WDB Executive Director.
 - c) The Fiscal Agent shall submit the WDB budget to the Maricopa County Office of Management and Budget, on behalf of the BOS.
 - d) The BOS in its discretion, shall review and approve the Budget in accordance with County policy.
- 3. On-going monitoring
 - a) On behalf of the BOS, the Assistant County Manager shall:
 - (1) Monitor the WDB budget expenditures;
 - (2) Notify the WDB Executive Director and the WDB Chair on expenditure and audit issues;
 - (3) Provide updates to the BOS as requested.

B. Local Plan

- 1. WDB and their staff shall develop the local plan for the Local Workforce Area every four years.
- 2. The Local Plan shall be consistent with:
 - a) WIOA Section 108;
 - b) State Unified Plan; and
 - c) BOS strategic priorities, including (but not limited to) economic development, regionalism, and priority populations.
- 3. On behalf of the BOS, the Assistant County Manager shall provide local plan feedback to the WDB Executive Director.
- 4. WDB shall vote and approve the local plan prior to the final submittal to the BOS.
- 5. The BOS shall review and approval the plan during a BOS meeting.
- 6. WDB shall submit the finalized local plan to the State only after receiving BOS approval.
- 7. The WDB shall follow the prescribed process in this section for all substantive (non-technical) local plan amendments.

C. Regional Plan

- 1. All Parties may collaborate with other Local Workforce Areas, as necessary. In the event the Local Workforce Development Area is designated to be a planning region that includes other Local Workforce Areas, the Parties shall follow the same process as for the development and approval of the local plan.

D. Selection of Operators and Providers

- 1. While it is the responsibility of the WDB to select a One Stop Operator and providers, as discussed in the following sections, it is the responsibility of the BOS to execute contracts with selected entities/vendors. As such, selection of

operators and providers is considered a shared function.

2. One Stop Operator(s)
 - a) Selection
 - (1) The WDB with the assistance of their staff shall determine the scope of work for the OSO.
 - (2) The WDB shall competitively procure the One Stop Operator with the Maricopa County Office of Procurement Services and in compliance with County procurement policies.
 - (3) The designation of an OSO must be approved by a majority vote of the WDB or designated committee or workgroup.
 - (4) Once approved, the contract shall be forwarded to the BOS. The OSO contract shall be effective only when approved by the BOS.
3. **Provider(s)**
 - a) Training: The WDB shall ensure sufficient number and types of eligible training service providers who are consistent with the criteria established by the Governor and WIOA.
 - b) Career Services: The WDB shall determine the selection criteria for the provider of Career Services, as specified in WIOA to “Adults” and Dislocated Workers.”
 - c) Provider contracts may be competitively awarded for any WIOA services; if provider contracts are competitively awarded they shall be publicly noticed through the Maricopa County Office of Procurement Services.

E. System and Program Oversight

1. To ensure system and program oversight, the WDB shall:
 - a) Provide ongoing reviews of services available, access to services, service delivery, cost of services, and system and program administration;
 - b) Seek to avoid duplication with other system and program monitoring;
 - c) Review current plans and proposals for service delivery;
 - d) Develop detailed actions and timeframes in coordination with the necessary workforce system partners; and
 - e) Provide the BOS with system and program oversight updates in a quarterly report.

F. Performance Measures

1. Negotiation and Approval of Performance Accountability Measures
 - a) The WDB and their staff shall obtain proposed performance accountability measures from the State.
 - b) Service providers shall propose performance accountability measures to the WDB for consideration.
 - c) The WDB shall determine the acceptable performance accountability measures for the Local Workforce Area with the Core Partners and service providers.
 - d) The performance accountability measures must be approved by a majority of the WDB. Once passed, the request shall be forwarded to the BOS for approval. Only after BOS approval, can the finalized performance accountability measures be submitted to the State.
2. The WDB shall focus on required performance measures with outcomes and

impacts. The WDB shall review current performance measures and reports, identify additional priority and subordinate performance measures to be collected, and work with any organization or entity required to report performance measures to determine reporting timeframes.

G. Local Board Policy

1. WDB shall create local board policies to provide strategic workforce direction and guidance in the Local Workforce Area.
2. WDB, in coordination with Core Partners and service providers, shall review proposed policies, develop new major policies, and approve major policies that affect the priorities for service, service target levels and limitations, allocation of resources.
3. WDB shall create policies that are aligned with serving the WIOA priority populations and those with barriers to employment.
4. Policies must be approved by a majority of WDB members.
5. WDB staff shall keep written record of all approved WDB policies, and ensure distribution to all Parties affected.
6. WDB shall provide approved policies to the BOS in the quarterly report.

I. Core Partner Agreement

1. WDB and their staff shall develop the Core Partner Agreement for the Local Workforce Area.
2. The Core Partner Agreement shall be consistent with WIOA, regulations, State and County policies.
3. The Assistant County Manager shall provide Core Partner Agreement feedback to the WDB Executive Director.
4. The Core Partner Agreement shall be reviewed by the Maricopa County Attorney's Office.
5. The Core Partner Agreement must be approved by a majority of the WDB.
6. Once approved, the request shall be forwarded to the BOS for approval. The Core Partner Agreement is effective only when approved by the BOS and the other Core Partners.
7. For all amendments to the fully executed Core Partner Agreement, the WDB shall follow the prescribed process in such Agreement.

J. Communication of Parties

1. The WDB and its staff shall prepare quarterly progress reports, which shall include, but are not limited to summaries of progress on goals, actions on each of the required roles, policies approved by the WDB and anticipated activities of WDB for the next quarter.
 - a) The WDB Executive Director shall submit the quarterly reports for BOS review 45 days following the end of a quarter.
2. The WDB and its staff shall prepare and submit an annual report to the BOS for review and approval on or before December 1 of each calendar year.
3. At least annually, the WDB Chair, WDB Executive Director, and the Assistant County Manager, shall provide briefings to the BOS regarding performance accountability measures, program oversight, WDB policy, strategic direction, and other areas, as deemed necessary.
4. The WDB Chair and the Assistant County Manager shall work together to identify new potential applicants to the WDB with skillsets that compliment current Board members.

IX. WIOA Fiscal Agent

- A. The WIOA Fiscal Agent shall perform accounting and funds management for WIOA funding received.
- B. The Fiscal Agent shall exchange information with the WDB and BOS, as necessary.
- C. The Fiscal Agent shall provide the following financial services:
 - 1. Receive and disburse WIOA funds;
 - 2. Ensure sustained fiscal integrity and accountability for expenditure of funds in accordance with Office of Management and Budget (OMB) circulars, WIOA and corresponding federal regulations, and County and State policies;
 - 3. Comply with State and Federal requirements and timelines as defined by DES;
 - 4. Be subject to an annual audit by the Auditor of State as well as periodic monitoring by DES;
 - 5. Cooperate in any audit procedure, respond to financial audit findings, and provide corrective action plans when necessary;
 - 6. Maintain proper accounting records and adequate documentation;
 - 7. Prepare financial reports;
 - 8. Conduct financial monitoring of the fiscal activities of sub recipients, contractors, and service providers;
 - 9. Provide technical assistance to sub recipients regarding fiscal issues;
 - 10. Review, recommend, and monitor the WDB budget;
 - 11. Track and monitor the WDB receipts and expenditures in a separate Unit code;
 - 12. Track and monitor WIOA Title I service provider receipts and expenditures in a separate Unit Code;
 - a) Career Services and Youth Services shall be tracked separately by Program Code.
 - 13. Procure contracts or obtain written agreements on behalf of the WDB
 - a) Except for the One Stop Operator; and
 - 14. Appoint personnel to carry out the duties outlined above who will not be permitted to engage in policy or service delivery issues or Service Provider activities.
- D. The Fiscal Agent shall perform the following budgetary functions on behalf of the WDB:
 - 1. Under the guidance of the WDB, develop an annual budget by service type (Adult, Dislocated Worker, Youth, Rapid Response, and other types that may be identified by the WDB) that supports the strategic direction of the WDB.
 - 2. Present and seek approval from the WDB when service type budgets increase, decrease, or it is deemed appropriate to move budgeted monies between service types.

X. WIOA Career Services

- A. Those providing career services shall provide services in accordance with WIOA.
 - 1. The Career Service provider shall implement WDB policies and provide quarterly reports to the WDB on program service delivery, performance accountability, and continuous improvement.
 - 2. Service providers shall propose the following for review, consideration,

and approval of the WDB:

- a) Priority populations;
 - b) Service targets;
 - c) Budget utilization;
 - d) Performance measures.
3. The person(s) responsible to carry out the duties of service provider will not be permitted to be appointed to complete the activities of the WIOA Fiscal Agent.
 4. Provider of Services shall follow OMB Uniform guidance, County, State regulation, policy, law for procurement of required goods and services.

XI. WDB Staff

- A. Title 20 CFR 679.400 describes the WDB's authority to hire staff and the appropriate roles for the WDB staff as outlined in WIOA Section 107(f).
 1. Full costs for staff must be included in WDB Board budget submitted to and approved by the BOS.
 2. Maricopa County shall be the employer of record for the WDB staff.
 3. WDB staff shall be subject to the County's policies, procedures, and processes, including personnel policies and organizational oversight.
 4. The WDB Board delegates personnel management responsibilities of the WDB staff to the assigned assistant county manager, and the assigned assistant county manager will consult with the WDB on staffing decisions, as necessary.
 5. WDB staff shall be subject to Maricopa County's policies, procedures and processes regarding personnel, including but not limited to the confidentiality of personnel information.
 6. WDB staff shall not provide core, intensive, and training services or participate in the operation of the One-Stop centers, including the management of personnel providing these services.

XII. Conflict resolution

- A. Except as may otherwise be provided for by law, or otherwise specifically agreed upon to by the parties, any dispute not involving the question of law that is not resolved between the parties within a reasonable time shall be submitted to the following Maricopa County's dispute process:
 1. Disputes must be filed with the Maricopa County Ombudsman.
 2. The Ombudsman shall respond in writing to the dispute within fourteen (14) days.
 3. The parties may abide by the decision. If the conflict is not resolved, the Party shall submit in writing to the Ombudsman and the other Party within seven (7) days that a resolution has not been reached.
 4. If either party determines it must pursue formal mediation related to this agreement, either party may choose to contract with external mediation services. Note that contracted services would be at the contracting party's expense and would require following the usual processes for procurement and budget approval.
- B. If the conflict is not resolved, it will be resolved as directed by the Governor's Office.

XIII. Internal Controls, Conflict of Interest, and Firewalls

- A. WDB members, County employees, service providers, training providers, One-Stop Operator, and other workforce system stakeholders will report any official conflict of interest to the Assistant County Manager.
- B. WDB members, staff, or vendors may not be involved in official votes, the hiring of staff, or the procurement of services in which they have a personal financial interest.
- C. Physical and electronic access will be limited to only the functions and responsibilities assigned to a specific WIOA role.

XIV. Sunshine Provision

- A. The WDB shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the WDB, including information regarding the local plan prior to the submission of the plan, and regarding membership, the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth workforce investment activities, and, on request, minutes of formal meetings of the WDB.

XV. WDB Bylaws

To the extent there is a conflict between this Agreement and the Bylaws of the WDB, this Agreement controls.

XVI. Notices

- A. Notifications and communications concerning this Agreement shall be directed to the following:

Maricopa County Assistant County Manager
301 W. Jefferson 9th Floor
Phoenix AZ 85003

Maricopa County Workforce Development Board Executive Director
Executive Director
700 W. Jefferson St.
Phoenix AZ 85007

Maricopa County Clerk of the Board of Supervisors:
301 W. Jefferson 10th Floor
Phoenix AZ 85003

XVII. Conflict Waiver

The Parties to this Agreement acknowledge that they are aware that the Civil Services Division of the Maricopa County Attorney's Office (Civil Division) may be chosen as the attorney for all of the Parties. The Parties acknowledge that they are aware of a potential conflict of interest, and waive any claim of conflict of interest, which may arise by virtue of Civil Division's representation of another Party to this Agreement.

(Remainder intentionally left blank: Signatures to follow)

IN WITNESS THEREOF, the Parties have signed this Agreement:

Approved By:
MARICOPA COUNTY
WORKFORCE DEVELOPMENT BOARD

Approved By:
MARICOPA COUNTY

Authorized Signature

Clint Hickman, Chairman, Board of
Supervisors

Date

Date

Attested to:

Fran McCarroll, Clerk, Board of Supervisors

Date

IN ACCORDANCE WITH A.R.S. § 11-952, THIS AGREEMENT HAS BEEN REVIEWED BY THE UNDERSIGNED DEPUTY COUNTY ATTORNEY, AND, IN ACCORDANCE WITH A.R.S. § 11-952, AND HAS DETERMINED THAT THIS AGREEMENT IS PROPER IN FORM AND WITHIN THE POWER AND AUTHORITY GRANTED UNDER THE LAWS OF THE STATE OF ARIZONA.

APPROVED AS TO FORM:

Deputy County Attorney Date

July 30, 2020

Mr. Mark Lashinsky, Chair
Maricopa County Workforce Development Board

RE: DES Review of the Maricopa County Shared Governance Agreement

Dear Mr. Lashinsky:

Patricia Wallace, Executive Director of the Maricopa County Workforce Development Board (MCWDB) requested a review of the Maricopa County Shared Governance Agreement (SGA) approved by the Board of Supervisors (BOS).

The SGA was submitted on July 30 and reviewed by the Workforce Innovation and Opportunity Act (WIOA) Title I Policy team of the Department of Economic Security (DES), Division of Employment and Rehabilitation Services (DERS). As an initial, expedited review of this document, the DERS Title I policy team reviewed the list of deficiencies cited by the U.S. Department of Labor (DOL) in their 2019 audit regarding the Maricopa County SGA reviewed by DOL to determine whether the revised SGA sufficiently addressed these deficiencies. Importantly, this is a preliminary analysis of this document and additional review could find further items that will need to be addressed. This document will also need to be reviewed by staff to the Workforce Arizona Council to ensure compliance with their policies.

A summary of our review is found on the attached tables. As indicated in the charts, concerns remain as follows:

- Conflict of interest issues. A conflict of interest can arise when actions are taken or may appear to be taken by any entity, such as the BOS, such that the performance of that entity in one role affects its interest in the other role or roles.
- BOS assuming MCWDB responsibilities. The SGA submitted on July 30 contains provisions indicating that the BOS has final authority to approve LWDB actions for items that are a shared responsibility between the LWDB and the BOS. Also, the SGA limits the authority provided under WIOA to the LWDB to oversee the youth program activities.

We appreciate the opportunity to review and your willingness to try and move toward agreement and compliance. DES\DERS is available to meet with representatives of the MCWDB and the BOS to discuss this review and recommended actions.

Mr. Mark Lashinsky

July 30, 2020

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If you have any questions or would like to set up a meeting, please contact Nancy Meeden at (602) 771-13090 or nmeeden@azdes.gov.

Sincerely,

Nancy F. Meeden

Nancy F. Meeden

Workforce Policy Manager

DOL Finding - Page 10	BOS Approved SGA
<p>The Maricopa CEO/Board Agreement did not contain a description of all WIOA-related functions of the CEO, fiscal agent, and Local Board, and how conflict of interest was to be avoided, especially given that the Board of Supervisors' (BOS) designated administrative entity, Human Services Department (HSD), is the employer of the Local Board staff, the fiscal agent, and the Title 1-B service provider, and the BOS has appointment authority over the Local Board.</p>	<p>The BOS approved SGA includes descriptions of BOS (CEO) responsibilities in Section VI, WDB Roles and Responsibilities in Section VII, and the Fiscal Agent in Section IX. As the BOS is still responsible for all major functions with the exception of the OSO, more detail is needed to describe how the conflict of interest will be avoided.</p>
<p>The agreement stated that it avoided conflict of interest by the "firewall" of having two separate budgets for HSD and WDB, but given that the Local Board staff and the HSD service provider both answer to the same supervisor, this doesn't explain how conflict of interest would be avoided. HSD also performs program monitoring, including performance oversight, for itself, which presents a potential conflict of interest, and must be addressed within the agreement.</p>	<p>The "two budget units" are addressed in Section VI.A.3 of the SGA, and it is explained that each unit "shall have a separate budget and personnel with separate functions and hierarchical reporting chains." No additional information is provided, such as an organizational chart or identification of the separate reporting units.</p>
<p>The role of the contract and fiscal units within HSD are not described; they are in the same department as the service provider.</p>	<p>HSD is the Fiscal Agent and Service Provider. The SGA contains provisions to in Sections VI.A.2 and IX.C.14 which describe how staff acting as the fiscal agent will not be in engaged in policy or service delivery issues, but further description is needed regarding the reporting structures to describe how conflict of interest is avoided with those supervising the staff and overseeing the unit.</p>
<p>The agreement states that Local Board members "serve at the pleasure of BOS", but does not identify how a conflict of interest is to be avoided. For example, if Local Board members disagree with the BOS or BOS-designated staff (HSD) over procurement of service providers, the agreement should explain how a conflict of interest will be avoided.</p>	<p>While the SGA no longer specifically states that Local Board members "serve at the pleasure of the BOS." in Section IV.C.6.e), members may be removed under similar circumstances, "based on the strategic direction of the BOS." Section IV.A.1.h. of the Workforce Arizona Council Policy #1 permits removal for certain specific conditions, including the specific criteria to establish removal for just cause and the process for removal</p>

DOL Finding - Summary Table, Review of SGA in 2019	BOS Approved SGA
<p>The SGA reviewed by DOL indicated the LWDB has appropriate authority to fulfill in some aspects but contradicts this in others (identified in other categories on this table). Interviews with Local Board members indicate that they are not allowed to fulfill certain functions as outlined in the signed agreement.</p>	<p>The language in the SGA is not clear on the roles of the BOS and WDB regarding policy. In Section II.E, the Grant Recipient (BOS) is responsible for policy. But in Section VII.G, the WDB shall create policies and provide the approved policies to the BOS</p>
<p>The SGA states that the Local Board will "conduct oversight" but it does not identify what that consists of, and also states that the Local Board will develop a budget for its activities but does not clarify whether this includes operational and administrative activities.</p>	<p>Section VII.E. describes 5 "System and Program Oversight" activities which are part of the LWDB responsibilities. Section VIII.A. describes the development of the WDB budget, but does not clarify whether this includes operational and administrative activities</p>
<p>The LWDB has authority to hire staff. The SGA states that staffing will be provided for the Local Board by the Maricopa County Assistant Manager's Office, but it needs to state that choice of staff (including what staff to have, as well as choice of who to employ) is the Local Board's.</p>	<p>Section XI states that the WDB has authority to hire staff. The section also describes how the LWDB will delegate personnel management responsibilities to the assistant county manager who will consult with the LWDB chair on staffing decisions, but the reporting structure for the staff is not clear.</p>
<p>The SGA states the BOS, as grant recipient, designates the HSD as youth service provider, this is a Local Board role, not a BOS role. There is no specific reference to Adult and DW services. However, it states at Section VIII.D.2.(b). Selection of Operators and Providers (p.11) that it is the responsibility of the Local Board to select service providers. Interviews with local board staff and board members indicated that an expressed desire of the Local Board to competitively procure service providers was refused by the BOS.</p>	<p>The language that the BOS will directly provide youth services remains in the section on BOS responsibilities of the SGA (Section VI.D), citing the option at 20 CFR 681.400(a) and makes it clear the LWDB has no choice in this matter. However, this language must be reconciled with 20 CFR 681.100 as the LWDB retains responsibilities for all aspects of youth formula programs. Regarding Adult and DW services, the language remains in Section VIII.D that the LWDB may procure contracts, but these services are currently also provided by HSD, which should be noted in the SGA.</p>
<p>The SGA describes how the LWDB participates in and has decision making authority for negotiating performance measures, but it includes service providers, administered by the BOS/HSD, in the approval process, which is a clear conflict of interest.</p>	<p>The description of the negotiations and approval of performance measures is found Section VIII.F, and does not include HSD, the service provider, but states that "only after BOS approval can the finalized performance accountability measures be submitted to the State" thus giving the BOS final decision making in a shared responsibility.</p>
<p>Agreement or other documentation did not indicate how other functions as listed at 20 CFR 679.370 (a) - (h), (k), (m - q) are carried out.</p>	<p>The SGA indicates in Section VII.C the LWDB will complete these roles, but with the exception of Employer Engagement, does not describe how the LWDB will carry out these functions.</p>

DOL Finding - Summary Table, Review of SGA in 2019	BOS Approved SGA
Agreement or other documentation, including interviews, did not indicate Local Board selects the Board Chair	The language in the SGA did not include this provision.

Maricopa County Workforce Development 2020-2024 Local Plan Scope of Work

The Maricopa County Workforce Development Board (LWDB) is seeking to contract a workforce development expert to update Maricopa County's four-year Local Plan. Some sections will be updated by County/WDB staff, as indicated below, but consultant will be responsible for integrating all plan elements into a final document to be submitted to State.

1.0 Required Elements:

- 1.1 Infrastructure (This section will be completed by County/WDB staff)
 - 1.1.1 Description of the ARIZONA@WORK system in Maricopa County
 - 1.1.2 Description of regional planning/coordination efforts
 - 1.1.3 Description of steps that will be taken to implement State strategies
- 1.2 Strategic Planning Elements
 - 1.2.1 Economic analysis
 - 1.2.1.1 Economic conditions, including existing and emerging in-demand industry sectors and occupations
 - 1.2.1.1.1 To include explanation of industries and occupations, and full list available as appendix
 - 1.2.1.2 Employment needs of businesses in existing and emerging in-demand industry sectors and occupations
 - 1.2.2 Workforce analysis
 - 1.2.2.1 Description of knowledge and skills needed to meet employment needs of the businesses in Maricopa County, including employment needs in in-demand industries and sectors
 - 1.2.2.2 Regional workforce needs including:
 - 1.2.2.2.1 Current labor force employment and unemployment data
 - 1.2.2.2.2 Information on labor market trends
 - 1.2.2.2.3 Information on educational and skill levels of the workforce, to include individuals with barriers to employment
 - 1.2.3 Workforce development, education, and training activities analysis
 - 1.2.3.1 Description of current activities
 - 1.2.3.2 Assessment of strengths and weaknesses with regard to the education and skill needs of the workforce in general, but also with specific regard to:
 - 1.2.3.2.1 Individuals with barriers to employment
 - 1.2.3.2.2 Employment needs of businesses
 - 1.2.4 Vision to support growth and economic self-sufficiency (This section will be completed by County/WDB staff)
 - 1.2.4.1 Overall description of the strategic vision to support regional economic growth and economic self-sufficiency, to include:
 - 1.2.4.1.1 Goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment)

**Maricopa County Workforce Development
2020-2024 Local Plan
Scope of Work**

- 1.2.4.1.2 Goals relating to the performance accountability measures based on performance indicators
- 1.2.5 Workforce development capacity
 - 1.2.5.1 Assessment of workforce development capacity
 - 1.2.5.2 Description of the strategy to work with the entities that carry out the core programs and required ARIZONA@WORK partners to align resources available to achieve the strategic vision and goals
- 1.2.6 Statewide strategy assurances
- 1.2.7 Statewide strategy support
 - 1.2.7.1 Description of plan to implement the state strategies over the next four-years including:
 - 1.2.7.1.1 Entities the board will work with to implement the state strategies
- 1.3 ARIZONA@WORK system coordination**
 - 1.3.1 Description of how WDB will work with the entities carrying out the core programs in order to:
 - 1.3.1.1 Expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment
 - 1.3.1.2 Facilitate the development of career pathways
 - 1.3.1.3 Facilitate the coordination of co-enrollment with ARIZONA@WORK partners
 - 1.3.1.4 Improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable)
 - 1.3.2 Description of the WDB's strategies and services and how they will be used within the local area to:
 - 1.3.2.1 Facilitate engagement of businesses, including small businesses and businesses in in-demand industry sectors and occupations, in workforce development programs
 - 1.3.2.2 Support a local ARIZONA@WORK system that meets the needs of businesses in the local area
 - 1.3.2.3 Better coordinate workforce development programs and economic development
 - 1.3.2.4 Strengthen linkages between the local ARIZONA@WORK system and Unemployment Insurance programs
 - 1.3.2.5 Implement the following initiatives to support the strategies described above:
 - 1.3.2.5.1 Incumbent worker training programs
 - 1.3.2.5.2 Customized training programs
 - 1.3.2.5.3 Industry and sector strategies
 - 1.3.2.5.4 Utilization of effective business intermediaries
 - 1.3.2.5.5 On-the-job training program

**Maricopa County Workforce Development
2020-2024 Local Plan
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- 1.3.2.5.6 Registered apprenticeships
- 1.3.2.5.7 Work experience programs
- 1.3.2.5.8 Other business services and strategies designed to meet the needs of regional employers
- 1.3.3 Explanation of the role of the WDB in the Eligible Training Provider (ETP) program approval process to include:
 - 1.3.3.1 Local ETP program requirements or performance standards
 - 1.3.3.2 Description of WDB's outreach to employers and training providers to identify and develop training program related to in-demand occupations in the local area
- 1.3.4 Description of how the WDB will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area, and how the WDB will promote entrepreneurial skills training and microenterprise services
- 1.3.5 Description of how the LWDB will evaluate if the ARIZONA@WORK Job Centers in the local area need to be open beyond normal business hours to provide services to meet the workforce need
- 1.3.6 Copies or link to executed cooperative agreements (MOU) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system
- 1.3.7 Definition for the following for the WIOA Title I-B Dislocated Worker Program:
 - 1.3.7.1 General announcement
 - 1.3.7.2 Unlikely to return to previous occupation or industry
 - 1.3.7.3 Unemployed as a result of general economic conditions in the local area, or as result of a natural disaster
- 1.3.8 Description of how the LWDB will coordinate workforce investment activities carried out in the local area with state-wide rapid response activities, including layoff aversion activities
- 1.3.9 Description and assessment of the type and availability of youth workforce investment activities in the local area, including:
 - 1.3.9.1 Description of activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities
 - 1.3.9.2 Design framework for youth programs and how the 14 program elements required in 20 CFR 681.460 are to be made available within that framework
- 1.3.10 Description of how training services will be provided, including:
 - 1.3.10.1 Limitations for ITA amount and duration, if included in policies
 - 1.3.10.2 Whether contracts for training services will be used and the process for their use

**Maricopa County Workforce Development
2020-2024 Local Plan
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- 1.3.10.3 Description of how the LWDB will ensure informed consumer choice in the selection of training programs regardless of how the training services are to be provided
- 1.3.11 Description of how the LWDB will coordinate Title I workforce investment activities with the provision of transportation (including public transportation), and other appropriate supportive services in the local area and region
 - 1.3.11.1 List of types of supportive services that will be provided using WIOA Title I-B funds in the local area, per policy, including if needs-related payments will be provided to participants of WIOA Title I-B training services
- 1.3.12 Description of how the LWDB determines if a youth or adult “is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual’s family, or in society” as included in the definition of “basic skills deficient” in WIOA 3(5)
- 1.3.13 Description of how the LWDB will ensure the WIOA Title I-B Adult Program for priority of service to low-income individuals, recipients of public assistance, and individuals who are basic skills deficient
- 1.3.14 Description of how the LWDB will provide Veterans Priority of Service; strategies must include processes in place to ensure that veterans and eligible spouses are identified at the point of entry and given an opportunity to take full advantage of priority of service for all types of career and training services
- 1.3.15 Definition of “underemployed”
- 1.3.16 Definition and eligibility documentation for “requires additional assistance to enter or complete an education program, or to secure and hold employment” for:
 - 1.3.16.1 Out-of-school youth
 - 1.3.16.2 In-school youth
- 1.3.17 Description of the competitive procurement process to be used to award the subgrants and contracts in the local area for activities carried out under this title with assurance that all federal, state and local procurement laws, regulations and policies are followed
- 1.3.18 Description of how the LWDB will coordinate relevant secondary and postsecondary education programs and activities, including Adult Education and Literacy programs, to coordinate strategies, enhance services, promote participation in Integrated Education & Training programs, and avoid duplication of services
 - 1.3.18.1 Name of the Title II adult education provider grantee(s) in the local area that were included in this coordination
 - 1.3.18.2 Description of how the LWDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II, to include how the LWDB will carry out the review of local applications submitted under Title II consistent with

**Maricopa County Workforce Development
2020-2024 Local Plan
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WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA Sec. 232. (20 CFR 679.560(b)(12))

- 1.3.19 Description of plans and strategies for, and assurances concerning, maximizing coordination, improving service delivery, and avoiding duplication of Title III - Wagner-Peyser Act (29 U.S.C. 49 et seq.) services (20 CFR 679.560(b)(11))
 - 1.3.19.1 Plans and strategies should specifically include how the broader one-stop delivery system and LWDB will incorporate Title III services into the service delivery system
- 1.3.20 Description of how the LWDB will coordinate relevant programs and activities, to support strategies, enhance services, promote cross-partner referrals with Title IV services, and avoid duplication of services

1.4 Performance and continuous improvement

- 1.4.1 Descriptions of how the ARIZONA@WORK Job Centers are implementing an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners
- 1.4.2 Local levels of performance for Title I-B for Program Years 2020-2021
 - 1.4.2.1 Description of the economic conditions experienced and the characteristics of the actual individuals served supporting the proposed levels of performance
- 1.4.3 Expected levels of performance relating to the performance accountability measures based on primary indicators of performance
 - 1.4.3.1 Including the expected levels of performance relating to the performance accountability measures based on primary indicators of performance

1.5 Public comment

- 1.5.1 Description of process used to provide public comment prior to submission of plan, including opportunity to have input into development of the plan
 - 1.5.1.1 Emphasis on public comment opportunities for representatives of businesses, education, and labor organizations
- 1.5.2 Inclusion of any comments received expressing disagreement with local plan

2.0 Timeframes

- 2.1 At the commencement of the project, the consultant is to provide a timeline of estimated completion for each major section of the plan, and deliver these sections as they are completed so that WDB and County review can be continuous and ongoing
- 2.2 Consultant is to schedule and arrange for any meetings with WDB members or staff, County staff, or partner agencies required to complete the local plan
 - 2.2.1 County will identify and make available a workgroup to support the local plan update effort
- 2.3 Consultant is to provide a first draft of the entire local plan no later than November 1, 2020
- 2.4 The consultant will incorporate all feedback received from the WDB and County by November 8, 2020

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- 2.5 The consultant will coordinate the publication of the local plan for a two-week period, to be completed no later than November 30, 2020
- 2.6 The consultant will incorporate any public feedback received and deliver final product no later than December 8, 2020
- 3.0 Minimum Qualifications
 - 3.1 Five or more years of experience working with local workforce development boards on strategic planning and local plan development
 - 3.2 Arizona-based experience preferred
- 4.0 Attachments
 - 4.1 Local Plan Checklist (Attachment A)

DRAFT