

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

Wednesday, April 8, 2020 – 1:00 p.m.

REMOTE SPECIAL 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.) Tom Jenkins (Ph.), Shawn Hutchinson (Ph.), Elizabeth (E) Cole (Ph.), Vanessa Andersen (Ph.)

Members Absent: N/A

Call to Order

Chairman, Mark Lashinske called the Executive Committee (EC) meeting to order at 1:02 p.m.

Welcome, Introductions

Chairman Lashinske, provided welcoming comments.

Roll Call

WDB Liaison, Nancy Avina, took roll. Quorum was present (5). Chairman Lashinske, requested review/introductions of guests present.

Consent Agenda Approval

Chairman, Lashinske asked for a motion to approve the consent agenda. Tom Jenkins made a motion to approve the consent agenda; Vanessa Andersen seconded the motion. No discussion held. **Ayes:** Mark Lashinske (Ph.), Shawn Hutchinson (Ph.), Elizabeth (E) Cole (Ph.), Vanessa Andersen (Ph.). **Nays:** none. **Abstained/No response:** Tom Jenkins (Ph.). Motion Carried.

Chairman Remarks

Chairman Lashinske provided brief remarks on an email letter received by Executive Committee members from Chairman of the Board of Supervisors, Clint Hickman as well as, on the conference call meeting from Workforce Arizona County Performance Excellence Committee. Chairman Lashinske informed a presentation will be made to the Performance Excellence Committee on conflict of interest in first part of May. A question was raised regarding the email letter from Chairman Hickman, as not all Committee members received it – the email letter was forwarded to those members and Chairman Lashinske provider further detail on the content of the letter.

Discussion on moving forward – Timelines, RFP's, 501-c3, WDB Budget

Chairman Lashinske touched upon the various topics of 501-c3, timelines, rfp's and WDB Budget:

- **501-c3:** a 501-c3 draft diagram developed by Chairman Lashinske was discussed - staff will share document with the EC after the meeting. A committee will be put in place to oversee the 501-c3 conceptual idea. The purpose of a 501-c3, as well as next steps in the process. Chairman spoke regarding the envisioned first steps. Executive Committee members shared comments and engaged in discussion - a suggestion was brought forth regarding possibly partnering with another 501-c3, should creating one require a long process. Discussion was held on trend of workforce boards becoming 501-c3 and benefits.
- **Timelines and RFP's:** Chairman Lashinske provided comments on timelines. Executive Director, Patricia Wallace touched upon timelines/deadlines to keep in mind regarding the Shared Governance Agreement, the continuation of Services via RFP's – guidance is still pending from Office of Procurement on procurement, as well as the One Stop Operator contract. Additionally, Ms. Wallace touched upon workload given Isabel Creasman's vacancy and the capacity of current staff. Staff will be proposing valid timelines for staff of two. Concrete timelines will be presented within the next several meeting. Questions were raised on what is being done to fill Dr. Creasman's vacancy – Ms. Wallace informed staff of two will be taking on workload and will be looking at seeking consultants if

assistance is needed. A question was raised regarding CEO support in moving to a 501-c3 and if Executive Director, Ms. Wallace is attending meeting with Chiefs of staff regarding updates – Ms. Wallace informed she has not met/been invited to meetings with Chiefs of staff; Ms. Wallace will follow up.

- **WDB Budget:** The Committee discussed both the career service budget and WDB operating budget. A meeting with the CEO to discuss the WDB operating budget was suggested. Chairman Lashinske expressed his interest for the board in seeing a budget sheet with all items on it, including WDB operating budget and career service budget for FY19 and FY20 and where we are in FY21 – Ms. Wallace informed a meeting will need to be scheduled with the Fiscal Agent and the current Career Service provider to gather information. Need for clarity was expressed by committee members, brief discussion held – a vote on the FY21 budget will need to be made soon (in the next 45 days); Chairman Lashinske, directed staff to work with Operations to put a budget together that the board can review. In regard to the 1.8M being requested, the discussion will occur during the next Full Board meeting – a better presentation will need to be put together by Bruce Liggett/Tom Colombo regarding the needs of that money. Committee member expressed concerns regarding increase in request for services and if management of the provider is informing of the need, the board has a responsibility to allocate the funding given the urgency presented; discussion was held. Additional discussion held on, if an emergency full board meeting is needed, all agreed this will go forth on the next Full Board meeting. (4/22). A request was made for Executive Director, Ms. Wallace to coordinate with the Fiscal Agent as soon as possible, to address Committee questions/concerns and then schedule an emergency meeting if needed. Chairman, Lashinske expressed desire for WDB staff to get involved, resolve the issues immediately.

One Stop Operator Update to the Executive Committee

One Stop Operator representative, Gretchen Carraway informed on current OSO efforts including, on 13 dashboards developed and progress; and reiterated the OSO role. Ms. Carraway also informed the OSO is following CDC guidance in response to COVID-19 and has moved all partner meeting virtually. Ms. Carraway informed of collection of all title performance data and will be reporting that to the board in a concise and easy to follow format. Ms. Carraway also informed of new OSO staff, Ms. Breanne Wright.

A question was raised regarding ensuring referral and co-enrollment process gets off the ground during this critical time; OSO representatives provided guidance. Ms. Carraway requested the board consider giving a directive to partners to engage in the referral process pilot, given the unique circumstances and technology and virtual working. Additional comments were added by committee members regarding concerns of having different referral systems across local areas, specifically between Maricopa County and City of Phoenix, a request was made for it to be mitigated to come together and get on a same referral system process. Discussion was held on how to resolve the concerns expressed.

Action Items & Announcements

Chairman Lashinske asked for clarification on purpose of the Action Items and Announcements agenda items. Board Liaison, Nancy Avina informed on the intention. Chairman Lashinske requested staff create an action item spreadsheet to track action item progress and asked staff to go back several months to review outstanding action items. Action items resulting from the meeting were also reviewed.

An announcement was made by EC member, Ms. Cole regarding April community college awareness month. Additional comments were added in regards to COVID-19 response from a community college perspective.

Call to the Public

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

Adjourn

Chairman Lashinske, adjourned the meeting at 2:18 p.m.

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

NOTICE OF MEETINGS FOR 2020-2021
MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD
AND THE MCWDB EXECUTIVE COMMITTEE, AND MCWDB YOUTH COMMITTEE

(Prepared in compliance with A.R.S. §38-431.02)

The Maricopa County Workforce Development Board and/or the above referenced Committees may vote to recess into an executive session for the purpose of obtaining legal advice from the Board’s attorney on any matter listed on an agenda pursuant to ARS §38-431.03(A)(3), or for any other matter authorized under ARS §38-431.03, which has been specifically listed on the meeting agenda identifying the statutory basis for executive session consideration.

NOTICE IS HEREBY GIVEN to the General Public that the Maricopa County Workforce Development Board, and/or the above referenced Committees, will hold meetings open to the public as follows:

DAY	DATE	TIME	TYPE
Wednesday	July 1, 2020	9:00 a.m.	Regular MCWDB Executive Committee Meeting
Wednesday	July 8, 2020	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Wednesday	July 22, 2020	9:30 a.m.	Regular MCWDB Meeting
Wednesday	August 5, 2020	9:00 a.m.	Regular MCWDB Executive Committee Meeting
Wednesday	August 12, 2020	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Wednesday	August 26, 2020	9:30 a.m.	Regular MCWDB Meeting
Wednesday	September 2, 2020	9:00 a.m.	Regular MCWDB Executive Committee Meeting
Wednesday	September 9, 2020	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Wednesday	September 23, 2020	9:30 a.m.	Regular MCWDB Meeting
Wednesday	October 7, 2020	9:00 a.m.	Regular MCWDB Executive Committee Meeting
Wednesday	October 14, 2020	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Wednesday	October 28, 2020	9:30 a.m.	Regular MCWDB Meeting
Wednesday	November 4, 2020	9:00 a.m.	Regular MCWDB Executive Committee Meeting
Wednesday	November 11, 2020	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Wednesday	November 18, 2020	9:30 a.m.	Regular MCWDB Meeting
Wednesday	December 2, 2020	9:00 a.m.	Regular MCWDB Executive Committee Meeting
Wednesday	December 9, 2020	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Wednesday	December 16, 2020	9:30 a.m.	Regular MCWDB Meeting
Wednesday	January 6, 2021	9:00 a.m.	Regular MCWDB Executive Committee Meeting
Wednesday	January 13, 2021	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Wednesday	January 27, 2021	9:30 a.m.	Regular MCWDB Meeting
Wednesday	February 3, 2021	9:00 a.m.	Regular MCWDB Executive Committee Meeting
Wednesday	February 10, 2021	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Wednesday	February 24, 2021	9:30 a.m.	Regular MCWDB Meeting
Wednesday	March 3, 2021	9:00 a.m.	Regular MCWDB Executive Committee Meeting
Wednesday	March 10, 2021	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Wednesday	March 24, 2021	9:30 a.m.	Regular MCWDB Meeting
Wednesday	April 7, 2021	9:00 a.m.	Regular MCWDB Executive Committee Meeting
Wednesday	April 14, 2021	9:30 a.m.	Regular MCWDB Youth Committee Meeting

Wednesday	April 28, 2021	9:30 a.m.	Regular MCWDB Meeting
Wednesday	May 5, 2021	9:00 a.m.	Regular MCWDB Executive Committee Meeting
Wednesday	May 12, 2021	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Wednesday	May 26, 2021	9:30 a.m.	Regular MCWDB Meeting
Wednesday	June 2, 2021	9:00 a.m.	Regular MCWDB Executive Committee Meeting
Wednesday	June 9, 2021	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Wednesday	June 23, 2021	9:30 a.m.	Regular MCWDB Meeting

LOCATIONS: Meeting locations may vary. Meeting locations will be identified on meeting agendas (remote participation also available).

NOTE: Agendas are available at least 24 hours prior to each of the above scheduled meetings at the following website: <https://arizonaatwork.com/locations/maricopa-county/local-board/meetings> or in the Human Service Department office, 234 N. Central Avenue, 3rd Floor, Phoenix, Arizona, Monday through Friday, between the hours of 8:00 a.m. to 5:00 p.m.

Approved:

Posted:

Amendments (in red below):

Executive Sessions are always preceded by an open meeting as per A.R.S. §38-431.03, and are held in compliance with one or more of the following statute(s).

A.R.S. §38-431.03.1 - Personnel matters

A.R.S. §38-431.03.2 - Records exempt by law from public inspection

A.R.S. §38-431.03.3 - Legal advice

A.R.S. §38-431.03.4 - Litigation; contract negotiations; settlement discussions

A.R.S. §38-431.03.5 - Personnel matters dealing with employee organizations

A.R.S. §38-431.03.6 - International and interstate negotiations

A.R.S. §38-431.03.7 - Purchase sale or lease of real property

CC: Board Members

Committee Members



MCWDB QUARTERLY REPORT FY20

Program Year 2019-2020

Quarter III

January 1, 2020 - March 31, 2019



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SUMMARY OF PROGRESS ON MCWDB GOALS

WIOA's Vision:

The workforce system to be characterized by three critical hallmarks of excellence:

1. The needs of business and workers drive workforce solutions;
2. Job Centers provide excellent customer service to jobseekers and employers and focus on continuous improvement; and
3. The workforce system supports strong regional economies and plays an active role in community and workforce development.

Across the system, continuous improvement is supported through evaluation, accountability, identification of best practices, and data driven decision making.

The MCWDB is committed to achieving this vision and ensuring the Maricopa County workforce system empowers job seekers to meet the needs of businesses in Arizona.

Quarter III:

During Quarter III, the MCWDB continued to focus on compliance of the Maricopa County workforce development local area through, working to resolve outstanding conflict of interest issues, increasing direct communication with the Board of Supervisors and elevating unresolved compliance issues in efforts to obtain a prompt resolution and ensure re-certification of the MCWDB.

In addition, the MCWDB discussed a business case for an alternate board structure that would aid in solving some of the ongoing conflict of interest issues and allow the MCWDB to explore other funding opportunities that would not be available otherwise.

Through a [presentation](#) provided to the MCWDB, the MCWDB heard of the pros and cons of a 501-(c)3 structure and initial steps to becoming a 501-(c)3 and after consideration voted to initiate the process.



Compliance Workgroups



To help the MCWDB carry out their functions, the MCWDB Chairman, appointed two (2) committees. One to help coordinate a Maricopa County response to the State in relation to the Department of Labor Audit that occurred in the early summer of 2019; and another to assist in the performance evaluation and potential renewal of the One Stop Operator.

Audit Committee

Comprised of board members and Maricopa County leadership, the Audit Committee was tasked primarily to resolve the Department of Labor Audit report findings. State representatives and WDB staff also attended meetings to provide technical assistance to the committee, and to ensure the committee's main objective was achieved, which is to ensure full local area compliance with WIOA, re-certification and transparency to the public.

In quarter III, it was recommended that the Audit Committee be dissolved due to a standstill of no progress. Further, the MCWDB would pursue additional assistance in finding resolve by elevating the issue to the State and appropriate officials. The MCWDB has reiterated their commitment in finding a resolution to ensure the re-certification of the MCWDB, and is committed to working with all parties involved.



One Stop Operator Committee

The One Stop Operator Committee, comprised of board members met several times to evaluate and better understand the current One Stop Operator contract as well as, envision improvements and enhancement to a subsequent request for proposal (RFP). In addition, the Committee looked at developing a reporting dashboard that would better identify the One Stop Operator progress on deliverables, and help with reporting back to the MCWDB. Equally important, the Committee conducted best practice research on One Stop Operators within Arizona and the Nation, to ensure that future contract iterations are based on evidence and best practices.

In quarter III, the One Stop Operator Committee recommended to the MCWDB, the approval of the last extension of the One Stop Operator contract (2020-2021). The MCWDB accepted the recommendation and approved the extension in February. In addition, the Committee will begin planning the full RFP of the One Stop Operator and anticipates gathering all title partners and stakeholders to ensure everyone's voice is present in the development of the RFP.

Activities on MCWDB Required Roles



STRATEGIC FUNCTIONS



Workforce Research and Regional Labor Market Analysis



Negotiation of Local Performance Accountability Measures



Budget and Administration



Career Pathways Development

- Conducted monthly MCWDB budget financial reviews with Fiscal Agent to ensure open communication and proper management of WIOA funds.
- Conducted monthly meetings with City of Phoenix WDB Leadership to discuss regionalism and alignment.
- Conducted workforce research and labor market analysis.
- Ongoing collaboration with all workforce development local area stakeholders to ensure compliance.
- Approved the FY21 MCWDB Budget as recommended by the Maricopa County Finance Department Director.
- Received and reviewed a [Quarterly Title-IB report](#) to gauge quarterly local performance.



SYSTEM CAPACITY BUILDING



Proven and Promising Practices



Convening, Brokering, Leveraging Local Stakeholders



Employer Engagement

- Review of workforce development board national best practices and trends for MCWDB structure.
- Ongoing efforts to solicit and refer potential board member candidates to the Board of Supervisors based on vacancies and needs of the MCWDB.
- Working with various State and Local stakeholders to respond to the Department of Labor Audit and conduct best practice research to ensure the proper firewalls and structure are in place to reach board certification and full compliance with WIOA.
- Approved Quality Workforce Workgroup recommendations on the selection criteria resulting in [83 target occupations](#), recommendation to fund only target occupations for occupational skills training and apprenticeships, and a tiered approach for ITA limits (\$3,000, \$5,000, \$7,000) for adults and youth, The recommendations were approved to start on July 1st, 2020.



SYSTEM ALIGNMENT & EFFECTIVE OPERATIONS



Technology



Coordination with Education Providers



Program Oversight



Accessibility for individuals with Disabilities



Selection of Operator and Providers

- Keeping abreast of technology initiatives throughout the State with potential for regionalism and partnership.
- Ongoing meetings with Career Service provider to ensure system and program oversight, alignment; and open and transparent communication.
- Continued oversight on One Stop Operator deliverables.
- Ensure proper measures and reporting are taking place operationally during COVID-19 pandemic.

One Stop Operator Progress and Workforce System Performance Reporting



- Completed revisions to the integrated service delivery plan for referrals process map and customer referral service request.
- Development of Google forms to replace current customer intake forms provided.
- Development of customer entry point processes.
- Finalized ETPL Assessment of the MCWDB priority industry sectors and target occupations.
- Continued partner coordination including with AZ Coalition of military families.
- Completed program partner dashboards and referral portals by location.
- Initiated testing phase for customer referrals.
- Created performance platform to report Workforce System quarterly performance: <https://sites.google.com/view/mcwdbperformancedash/program-dash>

Anticipated Activities

In the upcoming quarters, the MCWDB with the support of their staff will continue to focus on compliance of the local area, outcome and performance to ensure resources are being maximized, the required 13 functions of the MCWDB and the goals of the finalized strategic plan.

MCWDB Activities include, but are not limited to:

- Board Member Engagement
- Response and Solution to the Department of Labor Audit
- Final revisions to the Shared Governance Agreement, Bylaws and Career Service Agreement
- Continued MCWDB Policy Development
- Planning and Revisions to the Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA)
- Planning and Development of a Request for Proposal for a 2021 One Stop Operator
- Adult Education Applications Review for Title II Funding (Adult Education and Literacy)
- Strategic Plan Goals implementation and Relaunch of Strategic Workgroups
- Contract Evaluations of Metrics and Performance
- Continued Management of the Current One Stop Operator
- Oversight of Workforce Development System Activities
- Annual Board of Supervisors Briefing and Improvement of Ongoing Communication

Supporting the Mission

To provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.

Maricopa
County



CONTACT US

MARICOPA COUNTY WORKFORCE
DEVELOPMENT BOARD

701 W Jefferson St Ste 104

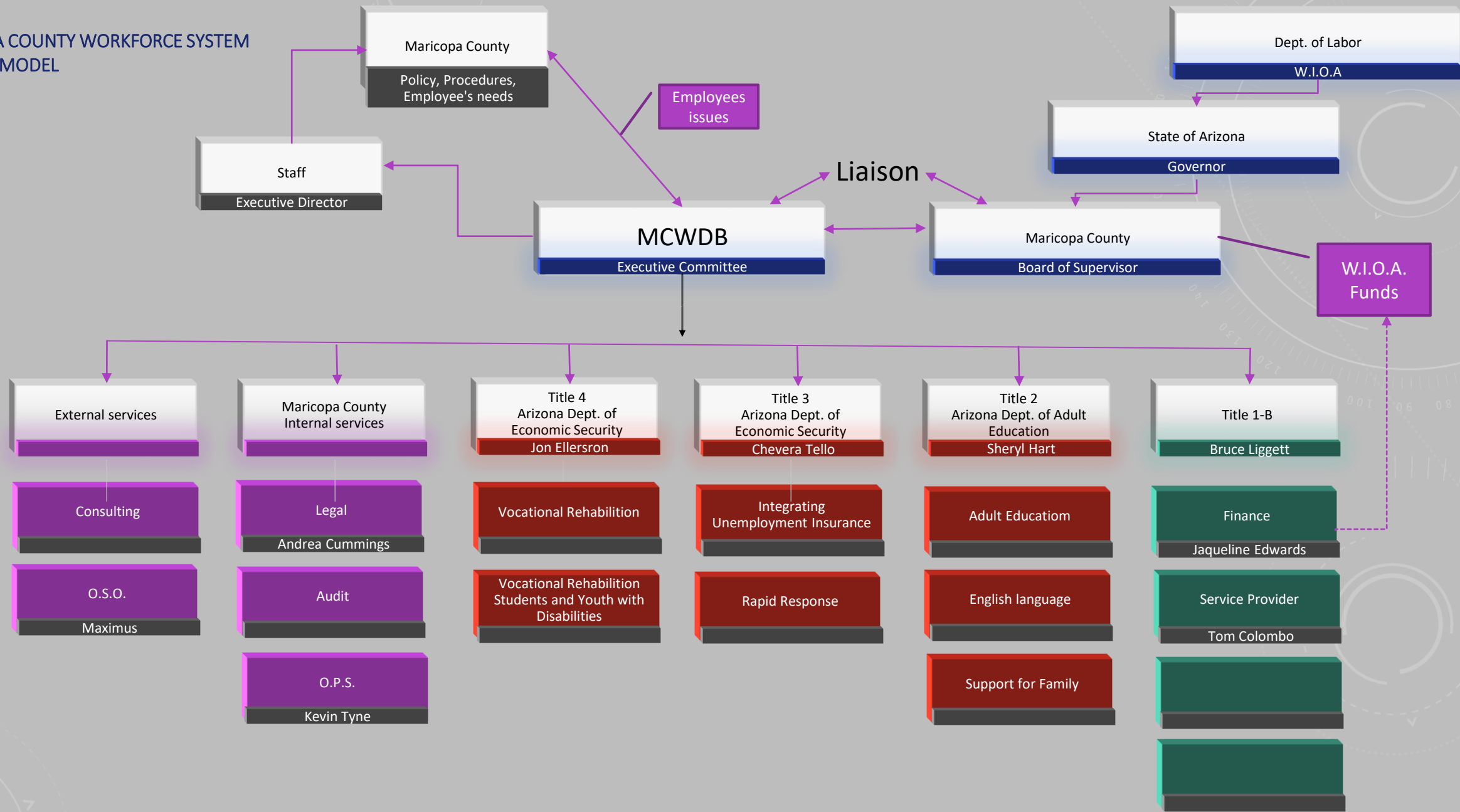
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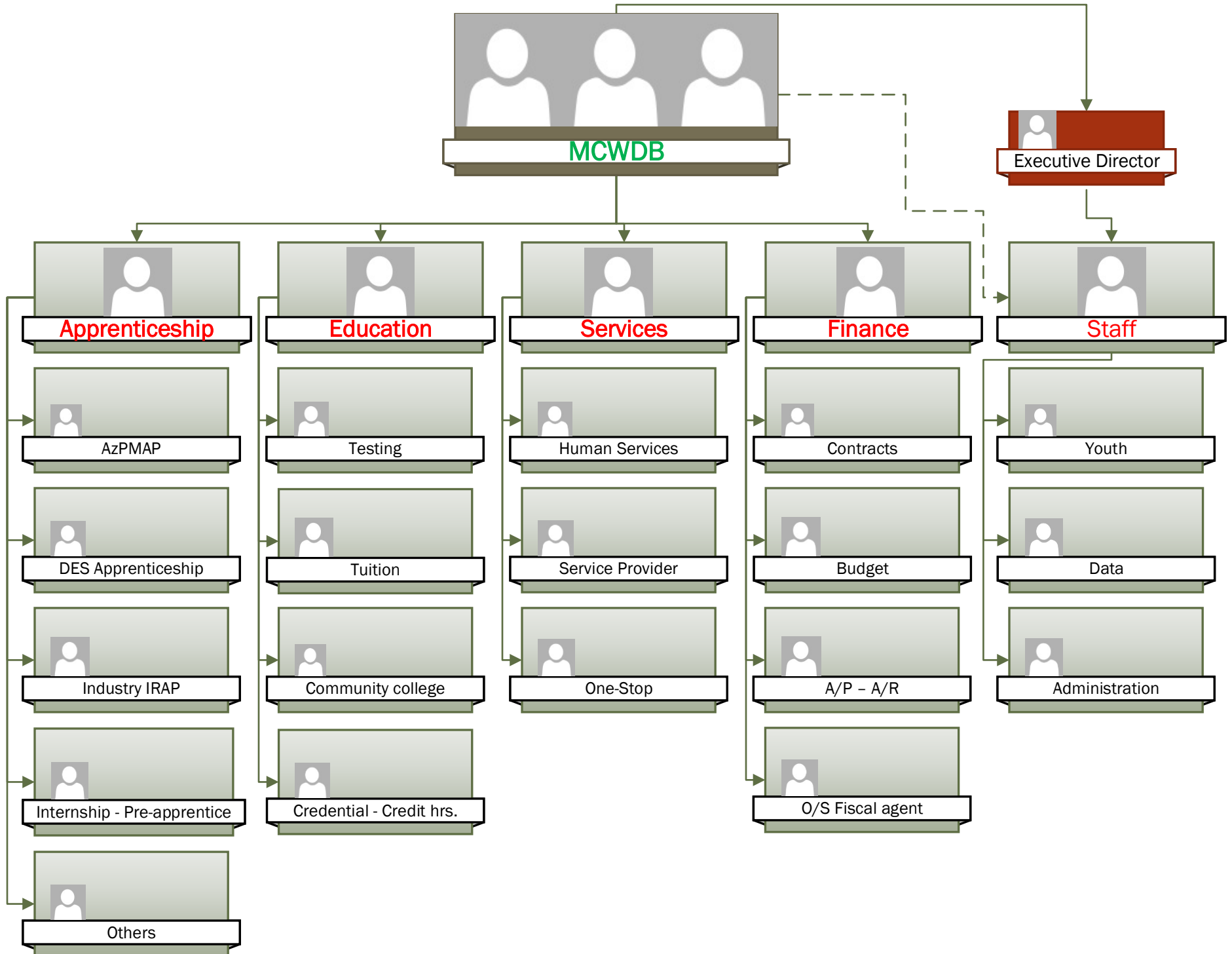
MCWDB@maricopa.com

<https://www.arizonaatwork.com/maricopa-county/local-board-maricopa>

MARICOPA COUNTY WORKFORCE SYSTEM
BUSINESS MODEL



Macricopa County Workforce Development Program (IRS 501-©-3)





NOV 14 2019

The Honorable Doug Ducey
Governor of Arizona
1700 West Washington St.
Phoenix, AZ 85007

Dear Governor Ducey:

Thank you for your waiver request received on August 21, 2019, regarding certain statutory and regulatory provisions of the Workforce Innovation and Opportunity Act (WIOA) and the accompanying plan to improve the statewide workforce development system (copy enclosed). This letter provides the Employment and Training Administration's (ETA) official response to the State's request and memorializes that Arizona will meet the outcomes and implement the measures identified in its plan to ensure accountability agreed to by Arizona and ETA. This action is taken under the Secretary's authority to waive certain requirements of WIOA Title I, Subtitles A, B, and E, and Sections 8–10 of the Wagner-Peyser Act in WIOA Section 189(i).

Requested Waiver: Waiver of the obligation of eligible training providers (ETPs) to collect and report on the performance data on all students in a training program at WIOA Sections 116(d)(4)(A)–(B) and 122(d)(2)(A) and 20 CFR §§ 677.230(a)(4)–(5) and 680.430(b)(5).

ETA Response: ETA approves, through June 30, 2020, the State's request to waive the obligation of ETPs to collect and report performance data on all students in a training program. ETA reviewed the State's waiver request and plan and determined that the requirements requested to be waived impede the ability of Arizona to implement its plan to improve the workforce development system. The State must provide information regarding how the Governor will take into account the outcomes of all students in an ETP program of study, with respect to their employment and earnings, as required for the demonstration of continued eligibility in 20 CFR § 680.460(f)(1)(iii) and WIOA Section 122. The State will continue to collect and report data for all WIOA-funded participants in accordance with all statutory and regulatory requirements, including WIOA Sections 116 and 122, and as specified at 20 CFR §§ 677.230 and 680.460. While ETA recognizes the importance of informing consumer choice through the provision of quality data on training outcomes, we also recognize that the systems and willingness to collect the required performance data from providers may discourage training provider participation, which is a critical component of the workforce development system.

Requested Waiver: Waiver of 20 CFR § 681.550 to allow WIOA individual training accounts (ITAs) for in-school youth (ISY).

ETA Response: ETA approves, through June 30, 2020, the State's request to waive the requirement limiting ITAs to only out-of-school youth, ages 18–24. The State may use ITAs for ISY as well as out-of-school youth. ETA reviewed the State's waiver request and plan and has determined that the requirements requested to be waived impede the ability of Arizona to implement its plan to improve the workforce development system.

ETA is available for further discussion and to provide technical assistance to the State to support its goals. The Department of Labor proposed additional flexibility in its Fiscal Year 2018, 2019, and 2020 budgets to give governors more decision-making authority to meet the workforce needs of their states and anticipates proposing these additional flexibilities in future fiscal years. If you have questions, feel free to contact my office at (202) 693-2772.

Sincerely,



John Pallasch
Assistant Secretary for Employment and Training

Enclosure

cc: Nancy F. Meeden, Workforce Policy Manager, Division of Employment and Rehabilitation Services, Arizona Department of Economic Security
Nick Lalpui, Dallas/San Francisco Regional Administrator, ETA
Carol Padovan, Federal Project Officer, ETA

Waiver Request

The State of Arizona requests consideration of a waiver from the requirements outlined in WIOA Sections: 116(d)(4)(A), 20 CFR 667.230(5) and 122; 20 CFR 677.230 (a)(4) and (5); and 20 CFR 680 for Program Year 2018 and Program Year 2019. This request includes the collection of initial performance data as described in 20 CFR 680.450(e)(2). These requirements include the collection and reporting of performance-related data for ~~all students participating in training programs listed on the State's Eligible Training~~ Provider List (ETPL), and not just for those funded by WIOA Title I-B Programs.

Arizona recognizes the value and importance of monitoring provider performance to make data-driven decisions, and to provide informed consumer choice to WIOA Title I-B program participants. Taskforces were formed, including public and private training providers, and provided technical assistance to communicate ETPL Annual Reporting requirements, and plan for implementation. As reflected in waiver approvals for Idaho, Kansas, Missouri, North Carolina and South Carolina, Arizona has not been able to overcome complex reporting requirements, due, in part, to training providers' concerns regarding potential conflicts with the Family Education Rights and Privacy Act, and the lack of systems to collect and report performance data.

Barriers:

- Arizona's Case Management and Reporting System supported by America's Job Link Alliance (AJLA) needs enhancements to support the WIOA ETP Annual Report. The system is not currently capable of collecting performance data from training providers to produce the WIOA ETP Annual Report. AJLA is currently transitioning from an older platform to a newer platform, Ruby On Rails; the transition is delaying necessary system enhancements.
- Without the capacity to capture data, per bullet above, Arizona does not have the data to set performance thresholds.

Actions to Remove Barriers:

AJLA will enhance the system to enable data collection and reporting. Until the AJC system is enhanced to capture data for all students, Arizona will calculate training program performance outcomes using AJC system generated reports that include data on WIOA Title I-B participants only, and determine continued eligibility in Program Years (PY) 2018 and 2019 using performance outcomes in these reports.

State Strategic Goal:

This waiver request supports Goal 3, grow and develop a skilled workforce, as defined in Arizona's Unified Workforce Development Plan 2018 Modification Program Years 2016-2020. The goal was designed to achieve the vision of the WIOA in a pro-growth, pro-family, and anti-poverty manner. Education and advanced skill sets are imperative to meeting this goal.

Projected Programmatic Outcomes:

The approval of this waiver will:

- Maintain the available and diverse training program options for individuals utilizing Individual Training Accounts (ITAs) via the public workforce system, resulting in greater consumer choice;
- Maintain or lower costs due to a sustained number of training providers;
- Increase utilization of the ETPL by individuals pursuing training via ITAs;
- Promote partnerships and relationships between training providers and the ARIZONA@WORK partners; and
- Enhance the ability of local workforce development areas to respond quickly and efficiently to local job seeker and employer needs.

U.S. Department of Labor (DOL) Policy Priorities

This waiver request aligns with DOL policy priority for increasing access to training throughout the country, including in rural areas, and for expanding customer choice by not requiring removal of ETPL training programs that are unable to report performance on all students.

Impact to Individuals:

Through approval of this waiver, ETPs will be more willing to submit data on their WIOA Title I-B funded students and remain on the ETPL, thus allowing the ARIZONA@WORK system to continue delivering essential training services that meet the needs of the employers, job seekers, and workers.

Monitoring process:

Arizona will continue with its plan for enhancing the AJLA to calculate the performance of training programs using funding under WIOA Title I-B for participants and plans to submit

this data to DOL via the State Annual Report. DES will continue to provide technical assistance to training providers as more information becomes available on the AJLA enhancement, including informing training providers of performance collection requirements, WIOA ETP Annual Report submission procedures, and use of supplemental data in preparation of the PY 2020 WIOA ETP Annual Report. For PY 2018 and PY 2019, continued eligibility will be reviewed using performance data on WIOA Title I-B participants only. When performance data is available for all students participating in a training program, information from both data sets (all students and WIOA Title I-B participants) will be used to determine continued eligibility.

Assurance of Public Comment:

This request for a waiver was posted online on the Arizona Department of Economic Security's website from February 26, 2019 – March 19, 2019 and disseminated via e-mail to ARIZONA@WORK partners, including Local Workforce Development Boards, with an opportunity to comment on the request.

Waiver Request

For Program Years 2018 and 2019, Arizona requests approval to waive the requirement (20 CFR § 681.550) that Individual Training Accounts (ITAs) be only available to Out-of-School Youth enrolled in the WIOA Title I-B Youth Program; therefore, enabling In-School Youth ages 18-21 to benefit from training listed on the Arizona's Eligible Training Provider List (ETPL). If approved, In-School Youth may use the ITA to purchase training services from training providers listed on ETPL, thus allowing Arizona to continue serving In-School Youth preparing to graduate high school and supporting their goals of entry into postsecondary education. This waiver encourages Youth Service Providers to continue supporting In-School Youth with postsecondary education and training activities allowing these youth to obtain industry-recognized credentials required for employment. The waiver provides increased consumer choice in training programs, thus allowing In-School Youth to choose any of the training programs listed on Arizona's ETPL rather than limiting programs procured for youth. Arizona can then assist youth beginning their postsecondary education by providing ITAs allowing them to complete their training program, provided the training program is listed on the ETPL.

Arizona served 3,769 Out-of-School Youth and 434 In-School Youth in PY 2017. Arizona continues focusing on serving Out-of-School Youth with the goal of increasing outcomes and increasing the number of Out-of-School Youth applying for and receiving WIOA Title I-B Youth Program services. Arizona continues increasing awareness by building partnerships with organizations and programs that serve Out-of-School Youth.

In growing and developing a skilled workforce, as outlined in Goal #3 of the Arizona State Workforce Development Plan Modification 2018, training opportunities must be available to both Out-of-School and In-School Youth.

1. *The statutory and/or regulatory requirements the State would like to waive:*

Arizona requests approval to waive the requirement under 20 CFR 681.550 allowing use of ITAs to only Out-of-School Youth for attending training programs on the ETPL. Arizona requests ITAs also be available to In-School youth so they may attend training programs on the ETPL.

2. *Actions the State has undertaken to remove State or local barriers:*

N/A

3. *State the strategic goal(s) and Department of Labor priorities (i.e. expansion of apprenticeship, improved employer engagement, etc.) supported by the waiver:*

The waiver will support the implementation of the state plan by:

- a. Supporting the Goal 3, grow and develop a skilled workforce, as defined in Arizona's Unified Workforce Development Plan 2018 Modification Program Years 2016-2020, through assisting youth in obtaining industry-recognized credentials.
- b. Encouraging transition of youth to postsecondary education and supporting their entry into career pathways, including those with low skill levels.
- c. Encouraging Youth Service Providers to serve and support In-School Youth already enrolled in postsecondary education by issuing an ITA to assist with costs of the training program, therefore improving their success in completion of the training program.

4. *Projected programmatic outcomes resulting from implementation of the waiver:*

It is anticipated that more In-School Youth will obtain industry-recognized credentials as the result of gaining access to training programs listed on the ETPL. The WIOA Title I-B Youth Program's performance is expected to increase due to the state's Credential Attainment Rate.

5. *U.S. Department of Labor (DOL) Policy Priorities*

This waiver request aligns with DOL policy priority for increasing the number of youth who transition into postsecondary education. The waiver supports DOL's commitment to providing high quality services for youth, including opportunities for skills training for in-demand industries and occupations that result in employment, enrollment in postsecondary education, and/or registered apprenticeships.

6. *Individuals, groups, or populations benefitting from the waiver:*

- a. In-School Youth are supported during their transition from secondary education into postsecondary education. By issuing ITAs, youth may receive financial assistance to attend training listed on Arizona's ETPL, earn industry-recognized credentials, and become employed in jobs on a career pathway.
- b. In-School Youth already attending postsecondary education are supported to ensure completion of their training programs, to obtain industry-recognized credentials and to become employed in jobs on a career pathway.

- c. In-School Youth benefit from increased consumer choice as Arizona's ETPL currently includes over 1,200 training programs. The ETPL also provides information regarding the related occupation, expected entry-level wage, training program cost, and training program performance information allowing youth to make an informed choice regarding their training options.

7. *How the State plans to monitor waiver implementation, including collection of waiver outcome information:*

- a. Arizona continues monitoring spending levels for Out-of-School Youth ensuring at least 75 percent of WIOA Title I-B Youth funds are spent on Out-of-School Youth.
- b. Arizona continues monitoring to ensure ITAs issued to In-school and Out-of-School Youth are only being used for attending training programs listed on the ETPL.
- c. Arizona also provides technical assistance for reengaging Out-of-School Youth and increasing enrollment with the LWDA's.

8. *Assurance of State posting of the request for public comment and notification to affected local workforce development boards:*

This request for a waiver was posted online on the Arizona Department of Economic Security's website from February 26, 2019 – March 19, 2019 and disseminated via e-mail to ARIZONA@WORK partners, including Local Workforce Development Boards, with an opportunity to comment on the request.

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD

One stop Operator Report

Report Type: Other

Reporting Period: 04-01-2020 – 04-30-2020

Provide a brief summary, including highlights:

Since the last One-Stop Operator's report out to the MCWDB Executive Committee in March 2020 the following actions were achieved (see "Describe Actions Taken" section for more detail).

Describe actions taken:

REQUIRED WIOA PROGRAMS COLLABORATION GROUP BI-MONTHLY SESSIONS

• **04.02.2020 BI-MONTHLY SESSIONS' KEY GOALS, DELIVERABLES AND OUTCOMES**

- Order to social distance March 11, 2020 placed this session's original goals and deliverables on hold to facilitate a group discussion on how Program Partners (Partners) are managing the sudden change to their program's operations, how they serve and provide services to customers and employers. As these sessions are attended by Partners who are leaders and represent each of the six required WIOA programs including Partners who are also leaders and represent TITLE I-B's Business Service and Training.
- The goals and deliverables for 04.02.2020 session were:
 - Create awareness across the local area workforce systems by assessing how Partners are serving customers and employers, current methods for delivering services to customers and employer plus identify gaps and barriers the One-Stop Operate (OSO) can support and remedy with MCWDB approval and guidance.
 - The approach to accomplishing 04.02.2020 session's goals and deliverables was by facilitating a virtual group discussion (all in-person group sessions cancelled) around the following questions:
 - ▶ Please describe your current work environment include any barriers or concerns.
 - ▶ Please describe or share current practices or tools being used to interact with partners, staff and customers include any barriers or concerns.
- The results of the virtual group discussion were exceedingly informative as the Partners communicated their current approach to operations, serving customers and employer, how delivery of services are being managed including current barriers or concerns because of COVID-19 rules and restrictions key areas topics shared by Partners:
 - TITLE II Adult Education concerns about quarterly and annual WIOA performance reporting. Measurable Skills Gained (MSG) is required as one of WIOA program's key primary indicator of performance, which can only be measured if a customer completes testing while being observed in-person and at a designated test site.
 - How TITLE III Employment Services and TITLE I-B programs are managing to serve customers coming into the career centers that need guidance on filing for unemployment or require access to the career centers resource room for job search purposes, etc.

- All Partners questioning how policy and regulation may be restricting customer's access to support service funding, including the type of customers needing support services rapidly due to COVID-19.
 - TITLE II informed Partners that there is a critical need to increase awareness about support and employment opportunities for TITLE II Adult Education customers who are studying to attain a high school equivalency. This is critically needed as this population may be the most affected WIOA program customer-base impacted by the rapid layoffs and downsizing.
- Informed Partners the virtual dashboard site is ready and live for Partners actively involved in the bi-monthly Collaboration Group Sessions only.
- Conducted a demo of the virtual dashboard site and outlined the benefits and features:
 - A virtual collaboration tool designed exclusively for each of the six required WIOA Program Partners, leaders and stakeholders.
 - A virtual collaboration tool that is accessible to all required WIOA Partners, leaders and stakeholders.
 - Partners are responsible for managing the content designated to their program
 - Provides Partners, leaders and stakeholders a singular location for accessing content or performing actions on a platform that was jointly created and managed by Maricopa County's workforce system programs and partners.
 - A virtual tool managed and created by the local area OSO, providing Partners the opportunity to share enhancements or changes to the virtual dashboard site. These changes will be completed timely and to meet the needs of the Partners.
 - Allows access to the Partners' jointly-design integrated service delivery approach to the first customer referral request platform and includes processes accessible to all required WIOA Program Partners. The platform was completed early March and ready to pilot with customers, but put on hold due to COVID-19.
- Created a mock-up of the Virtual Resources & Tools Dash, which is housed on the virtual dashboard site. This new feature was developed to:
 - Provide an immediate resource designed exclusively for the WIOA required Partners that provides access to resources and tools that are aligned with Partners' immediate demand to change, not only how they do business, but where they conduct business as well.
 - Include virtual resources and tools beyond video and phone conferencing for instances, seeking virtual resources and tools in areas like productivity, career readiness, hosting live virtual events for customers and employers, etc.
 - Inform Partners the OSO is reviewing each virtual resource and tool for costs, capacity of use, user friendliness and learning curve.
- OSO offered to support Partners by vetting or providing recommendations on virtual resources and tools that support customers, employers and service delivery. OSO also offered to navigate the learning of the virtual resource or tool on behalf of the Partner to support facilitation, learning, adoption and application of virtual tool or resources (upon request and approvals).

- **04.16.2020 BI-MONTHLY SESSION'S KEY GOALS, DELIVERABLES AND OUTCOMES**

- The OSO is committed to coordinating the delivery of services provided by the required WIOA Partners and ensure the services provided are accessible to customers and employers. The session's goals and deliverables were to expand on efforts to support the Partners demand to change their approach to operations, serving customers and employers including service delivery long-term, now that the impending reality of virtual methods for conducting business and social distancing are here to stay:
 - Shared four evidence-based practices for conducting customer interactions virtually that are practiced and applied by professionals in the Telehealth industry. An industry that has been providing patient care virtually for almost a decade.
 - Performed live demos of Workforce Solutions of Central West Texas and Michigan Works Southeast websites. The purpose of these demos was to show Partners how other local area's are responding to customer and employers needs virtually due to COVID-19, and facilitate recommendations for Partners to consider for their own customer and employer-facing virtual sites:
 - Recommended consistent messaging about the current state of Program Partners' daily operations, available services and instructions on how to access services of Partners for support across all websites. All virtual Partners' program platform information is showing and available for customers and employers to access and view.
 - COVID-19 customer or employer-facing content on-site is simple to locate, easy to understand.
 - Site provides a clear call to action on how a customer or employer can interact with a Partner or services available.
 - Facilitated a group discussion around the questions below. The OSO shared a virtual resource or tool for each question discussed:
 - How are we providing services to special populations or complex learners virtually?
 - How are you supporting individuals with minimal experience with computers?
 - How we are serving customers with language barriers?
 - Are you aware of current WIOA state and federal policies and regulation because of COVID-19?

VIRTUAL COLLABORATION EFFORTS

- Announced to the Partners that the virtual collaboration dashboard site and customer referral request platforms are live and ready for Partner use (starting with the Collaboration Group members only).
- Requested Partners participation in ranking a listing of recommended names to name the virtual collaboration dashboard site via an opinion poll. Poll results showed Partners ranked the recommended name PartnerLink the highest. All updates to reflect the virtual dashboard site's new name are complete.
- The Virtual Resources and Tools Dash is a new feature on PartnerLink and response to COVID-19 demand for social distancing.
- Assessed the Federal Departments' rapidly releasing exceptions to the WIOA grant regulation, performance reporting, etc. due to COVID-19; plus the AZ DES, Maricopa County, AZ ED and more have essential content on their sites in response to COVID-19. To support Partners' immediate need to access information on COVID-19, a

new feature was added to PartnerLink called the COVID-19 Resource, providing Partners a tool that provides federal, local and state COVID-19 response sites and content including content relevant to a customer's, employer's or Partner's well-being and sustainability.

- Developed a revisions database for PartnerLink Site Revisions containing quick links to the areas of PartnerLink site requiring Partner review, verification and feedback. This database also contains a link to a form allowing Partners to respond quickly to the site revision requests. Partners received three weeks to respond to the initial site revision request. Partners who do not respond to the site revisions will have their program's information page deactivated until further notice is received.
- Developed a New User form to track individuals entering the PartnerLink site for the first time.

PERFORMANCE REPORTING & PRIMARY INDICATORS OF PERFORMANCE FOR WIOA REQUIRED PROGRAMS

- OSO was tasked with conducting an overview on Partner's current approach to performance reporting and provide recommendations on how WIOA performance reporting can be streamlined and presented going forward for 04.22.2020 full board meeting. The following listing are tasks and deliverables completed and shared to the full board during 04.22.2020 board session:
 - Extensive research on each required WIOA program's performance reporting requirements, primary indicators of performance and regulation completed.
 - Shared an overview of each required WIOA programs, performance reporting requirements and primary indicators of performance per federal regulation for board review and comment.
 - Accomplished efforts to collect each required WIOA programs Q1 and Q2 for PY 19-20 current performance reporting results.
 - Completed a visual overview of each required WIOA program's current performance reporting approach and primary indicators of performance.
 - Informed board members that starting in PY 20-21, the Federal Departments are planning to hold the local areas accountable for their WIOA Program's negotiated level of performance. So if performance failure occurs in two consecutive program years, the Federal Departments will apply sanctions.
 - Shared the key reasons for the "baseline" designation to appear under a WIOA program's primary indicator of performance for a program year.
 - Recommended to full board that at minimum, the OSO seeks to convene key board members, contributors and WIOA Program Leaders to facilitate a joint collaboration to focus on:
 - Primary indicators of performance and assess the commonalities among other WIOA required programs.
 - Discuss an approach or plan to align performance reporting terminology and requirements, including a timely approach to collect each required WIOA program's quarterly performance results.
 - Recommended to full board to consider implementing a work group responsible for the oversight and management of Maricopa County's workforce programs to ensure continuous quality improvements occurring regularly and that MCWDB is adhering to performance reporting regulation and requirements, identifying new areas of performance reporting, etc.

- Presented to full board an approach to monetizing performance result per Michigan Works annual report that includes a cost effectiveness analysis that calculates the required WIOA programs ROI, cost per dollar earned and cost by category of service.
- Designed and developed a virtual dashboard site named The Maricopa County Workforce Board's Workforce Programs Performance Dash. The purpose of this virtual dashboard site is to:
 - Provide an automated and real-time view of Maricopa County's workforce program's performance; including a single destination to access resources, learning and tools relating to WIOA performance reporting requirements, the primary indicators of performance and more.
 - Provide a singular location to view each workforce program's performance visually and provide access to a copy of the program's original performance report available for download.

ELIGIBLE TRAINING PROVIDER LIST (ETPL)

- The Maricopa County Community College District (MCCCD) is currently assessing an approach for cleaning-up each Maricopa Community College's ETPL program listing and has requested MCWDB support and guidance. Actions completed in April were:
 - Initial meeting with MCCCD Partners overseeing the college's ETPL clean-up. The purpose of this meeting was for the OSO to assess the level and type of support needed and found that the MCCCD is seeking guidance on MCWDB's priority industry sectors and target occupations to align MCCCD colleges' current and future ETPL programming. The goal of MCCCD is to:
 - To develop an approach to educating Partners' understanding on opportunities and outcomes for customers pursuing career training offered by the community college, including the benefits beyond training that community colleges offer a customer as they seek career training.
 - Improve communication and relationship with the WIOA Partners.
 - Identify a resource or point of contact that can facilitate guidance and support on ETP policy, regulation and reporting.
- OSO provided a listing of resources and materials and references to respond to ETPL inquires and encouraged this information to be shared with everyone involved in clean-up. OSO also scheduled a reoccurring meeting to provide guidance on MCCCD's ETPL program clean-up initiative.

TECHNICAL ASSISTANCES & SUPPORT FOR MCWD STAFF, MEMBERS INCL. YOUTH COMMITTEE MEMBERS, PROGRAM PARTNERS & OTHER KEY AFFILIATES

April's request for technical support and assistances covered the following topics:

- ETPL regulation on allowable programs.
- ETPL Training Provider performance reporting requirements, waivers, and inquiry around WIOA regulation violating FERPA regulation (the answer is no).
- A breakdown and understanding on how the ARIZONA@WORK system works, for example: Why is AZ DES both ARIZONA@WORK and Maricopa County?
- Details on required WIOA programs, customer intake process and required documentation.

Describe upcoming actions and/or activities:

Goals and deliverables planned for the remainder of the program year are to continue to assess how service delivery and the customer experience are to be best managed in an all-virtual world, to address gaps or needs that improve or enhance service delivery and the customer experience. Provide training on the completed Customer Referral Request platform and assess how Partners will use this system now that virtual is the new method of conducting business. Assess how quickly a joint approach to a co-enrollment policy or agreement can be completed and approved as co-enrollment between Partners programs to support customers' re-entry into the new world of workforce due to COVID-19.

*Remember to attach this document to your email. Submit questions to staff via email at: mcwdb@maricopa.gov