



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

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

Thursday, June 15, 2023 – 9:30 a.m.

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

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

The Agenda for the meeting is as follows:

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

1. Call to order.

2. Roll Call.

3. Welcome and Opening Remarks.

4. Consent Agenda.

For Possible Action.

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

- a. Meeting Minutes: April 20, 2023*
 - b. Fiscal Reports*
 - c. Executive Director's Report*
 - d. Monthly Careers Pathway Strategist Report*
 - e. FY23 MCWDB 3rd Quarter Report*
 - f. Title IB 3rd Quarter Report*
 - g. FY24 MCWDB Meeting Schedule*
 - h. Title IA Governance Monitoring – 2nd Quarter*
 - i. Maricopa County Recertification Approval*
-

5. Chair Report.

Discussion Only.

6. Community Impact Statements.

- a. MCWDB Success Story*
-

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

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

7. Information/Discussion/Possible Action.

- a. In-Demand Industries Recommendation*
 - b. Memorandum of Understanding/Infrastructure Funding Agreement*
 - c. One-Stop Operator Contract Performance Assessment*
 - d. MCWDB Officer Election
 - i. MCWDB Chair
 - ii. MCWDB Vice Chair
 - iii. MCWDB Second Vice Chair
 - e. FY24 MCWDB Committee Structure*
-

8. Information/Discussion Only.

- a. MCWDB Training: Title II*
 - b. Healthcare Career Pathways at Banner*
 - c. FY24 MCWDB Committee Chairs and Roster Recommendations*
-

9. Call to Public.

10. Adjourn.

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Consent Agenda

Meeting Minutes



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MINUTES OF PUBLIC MEETING OF THE MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD

Thursday, April 20, 2023 – 9:30 a.m.

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

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

Members Present: Bonnie Schirato, Che Collins, Darcy Renfro, Elizabeth Valdez, Gregg Ghelfi, Grenee Martacho, Jason Walker, Konrad Robichaud, Leah Hill, Loren Granger, Marcia Veidmark, Noelle Trinder, Shawn Hutchinson, Steve Navis

Members Absent: Angela Creedon, Ismial Rangel, Joe Veres, Jacob Evenson, Matt Clark, Scott Sudhalter, Scott Holman, Subhash Chandra, Tina Drews

MEETING

Call to Order.

Chair Leah Hill called the meeting to order at 9:31 a.m. and requested a roll call.

Roll Call.

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

Welcome and Opening Remarks.

Chair Hill welcomed everyone and read the MCWDB's vision, values, and goals.

Consent Agenda.

- a. Meeting Minutes: February 16, 2023
- b. Fiscal Reports
- c. Executive Director's Report
- d. Monthly Careers Pathway Strategist Report
- e. Title IA Governance Monitoring – 1st Quarter

MOTION: Chair Hill asked for a motion to approve consent agenda items. Shawn Hutchinson made a motion; Marcia Veidmark the motion.

All in favor vote held:

In favor: Bonnie Schirato, Che Collins, Darcy Renfro, Elizabeth Valdez, Gregg Ghelfi, Grenee Martacho, Jason Walker, Konrad Robichaud, Leah Hill, Loren Granger, Marcia Veidmark, Shawn Hutchinson, Steve Navis

Opposed: None

Abstained: None

Motion passed.

Chair Report.

No report.

Community Impact Statements.

a. MCWDB Business Success Story

Workforce Development Division Youth Career Advisor Nancy Dang shared the MCWDB success story.

Chair Hill thanked Ms. Dang for the impactful success story.

Information/Discussion Only.

a. Service Provider Update

Jared Beard, Workforce Development Division Workforce Assistant Director provided a Service Provider Update to the Board. Below are the highlights from his presentation.

- Workforce Development Division (WDD) Staffing Update
 - Staffing is near completion, with one position left to be filled.
- Operating Budget
 - Working on the operational budget, with the expectation of a reduction in next year's allocation.
- Youth Services
 - Looking to bring 8 current vendor services in-house next year. Will be identifying focused management of services and tracking the outcome of services, in addition to saving \$350,000 annually.
- Financial Literacy
 - In partnership with the Maricopa County Community Services department, WDD will be launching financial empowerment workshops starting in May.
- Apprenticeship Program
 - WDD apprenticeship program is now fully staffed and is working with the state apprenticeship office on the apprenticeship accelerator events and working with businesses to provide assistance with apprenticeship guidance.
- ARPA Funding Contracts
 - Employer Services Initiative, Job Seeker Initiative, and Community Credential Initiative awards are coming to a close in June and July. WDD will be working with those awarded to identify next steps.

b. Unemployment Insurance for Apprenticeships

Arizona Department of Economic Security Senior Workforce Policy Manager Nancy Meeden provided a presentation on the Unemployment Insurance for Apprenticeships. Below are the highlights of Ms. Meeden's presentation.

- Registered Apprenticeship Program (RAP) Employer Responsibilities
- Unemployment Insurance Employer Responsibilities
- Unemployment Insurance Eligibility

MCWDB Second Vice Chair Shawn Hutchinson shared his experience with the challenges apprenticeship students and businesses face. Mr. Hutchinson inquired if there were assistance for apprentices who were unemployed during the industry downturn? Noting that while as an apprentice they are not able to seek other employment means.

Ms. Meeden noted that the state apprenticeship office would be able to connect with apprenticeship employers to come up with some ideas for providing assistance to the apprentices. (i.e. possible policy revisions, etc...)

MCWDB Member Marcia Veidmark shared the construction industry's private sector interest in the apprenticeship programs but noted a difference between private vs union with regard to planning for advancement and the discussed restrictions. Ms. Veidmark noted that her experience in the private sector

did not share the same restrictions for apprentices and that long-term planning for apprentices is a focal point. Their long-term employment planning has enabled them to retain their apprentices. Ms. Veidmark also inquired as to the apprenticeship office contact information for further information.

- c. MCWDB Information Technology (IT) Emerging Changes and 2023 Projected Workforce Landscape Report
MCWDB Healthcare Career Pathways Strategist provided a report on the MCWDB Information Technology (IT) Emerging changes and 2023 Projected Workforce Landscape. Below are the following highlights from Ms. Dodeward's report.

- US Layoffs
 - 70,000 tech workers laid off last year in US
 - 154,000 tech jobs cut for both public and private tech companies in 2022
 - Tech layoffs were up 649% in 2022 compared to previous year
- Layoff Reasoning
 - Renormalization from over hiring, post-COVID
 - Rising interest rates
- Phoenix Market
 - Carvana laying off 4,000
 - GoDaddy laying off 530
 - Phoenix remains hot tech market (examples: TSMC and CorePower)

MCWDB Member Noelle Trinder share a recent engagement with WESTMEC and their new tech program at their northwest campus.

- d. 2023 Arizona Workforce Summit
MCWDB Executive Director Steve Clark provided a brief update on the planning of the 2023 Arizona Workforce Summit, sharing the draft agenda for both day 1 and day 2 of the Summit. Mr. Clark encouraged MCWDB Board Members to attend, noting that the Summit would replace the MCWDB Retreat this year.

- e. 2023 NAWB Forum Highlights
MCWDB members and staff who attended the 2023 NAWB Forum (March 25-28, 2023) shared highlights from the Forum. Below is a summary of comments both attendees.

- Focus on apprenticeships
- Disconnect between youth and employment and how to connect the two.
- Possible for MCWDB to present at next NAWB Forum
- New ideas from other workforce boards
- Alternative pathways for youth
- Arizona leadership support, where not all states have this support
- Private/Public partnerships showing middle school students the different career paths that align with their personalities
- Emphasis on ages 55 and above upskilling services
- Career pathway opportunities/programs
- Better understanding of the Board's role and helping job seekers
- Focus on upskilling
- Great learning opportunity

- f. MCWDB Committee Updates

- i. Executive Committee

Chair Hill provided a brief summary of the March Executive Committee meeting, including the discussion of the recommended in-demand industries.

ii. Marketing and Outreach Committee

MCWDB Executive Director Steve Clark noted that the MCWDB Full Board would be discussing the future of the Marketing and Outreach Committee at the upcoming June meeting while considering the FY24 MCWDB Committees.

iii. Employer Connection Committee

MCWDB Executive Director Steve Clark noted that the Employer Connection Committee would be meeting on May 11, 2023, to further discuss the in-demand industries recommendation for MCWDB Full Board consideration.

iv. Youth Committee

MCWDB Executive Director Steve Clark noted that the Youth Committee would be meeting on May 11, 2023, to discuss what we learned from the NAWB on how we can better serve our youth population.

Call to the Public.

Chair Hill made a call for public comment. No one spoke.

Adjourn.

Chair Hill adjourned the MCWDB meeting at 10:55 a.m.

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



Consent Agenda. Fiscal Report



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FY23 WIOA Financial & Budgetary Review





FY23
**WIOA Financial & Budgetary
Review**

Nicole Forbes
Finance & Budget Manager

FY2023 WIOA Budget to Actual

Service Provider Approved Budget \$22,285,720

Expended YTD as of May 31st, 2023

\$16,371,683

WDB Approved Budget= \$ 1,118,532

Expended YTD as of May 31st, 2023

\$847,515

****In FY23 at minimum \$13,039,572 must be Expended By
June 30, 2023****

89% Expended as of May 31st, 2023

WIOA Funding by Category

Fiscal Year 07/01/2022-06/30/2023						
FY23 Service Provider (WDD)						
	FY23 Approved Budget	YTD FY23 AS OF 5/31/2023	% Spent YTD	Forecast	% Forecast	Balance Remaining
Roll Up						
ADULT	13,371,432	11,141,580	83%	12,049,585	90%	1,321,847
DW	1,337,143	798,717	60%	883,830	66%	453,313
YOUTH	7,577,145	4,431,386	58%	5,597,376	74%	1,979,769
Total	22,285,720	16,371,683	73%	18,530,791	83%	3,754,929
Fiscal Year 07/01/2022-06/30/2023						
FY23 Workforce Development Board (WDB)						
	FY23 Approved Budget	YTD FY23 AS OF 5/31/2023	% Spent YTD	Forecast	% Forecast	Balance Remaining
Roll Up						
ADULT	850,084	644,111	76%	729,888	86%	120,196
DW	78,297	59,326	76%	67,227	86%	11,071
YOUTH	190,150	144,078	76%	163,264	86%	26,886
Total	1,118,532	847,515	76%	960,379	86%	158,153





Thank You



**WORKFORCE DEVELOPMENT BOARD
BUDGET FY 2023
YTD MAY 2023**

WDB-FY23	BUDGET	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	YTD EXPENDED	FORECAST	BALANCE	YTD % EXPENDED
TOTAL COSTS	1,118,532	65,376	60,247	63,519	77,932	73,959	62,452	64,170	44,984	103,014	109,284	122,579	112,864	847,515	960,379	158,153	76%
Fund - 222	BUDGET	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	YTD EXPENDED	FORECAST	BALANCE	YTD % EXPENDED
PERSONNEL																	
REGULAR SALARIES	477,600	43,641	41,759	39,943	20,582	32,171	31,638	31,638	17,271	50,077	27,765	30,010	37,142	366,495	403,638	73,962	77%
TOTAL PERSONNEL	477,600	43,641	41,759	39,943	20,582	32,171	31,638	31,638	17,271	50,077	27,765	30,010	37,142	366,495	403,638	73,962	77%
FRINGE BENEFITS																	
TAXES	36,536	3,532	2,936	3,014	1,556	2,425	2,384	2,384	1,303	3,796	2,102	2,270	2,841	27,701	30,542	5,994	76%
RETIREMENT	58,124	5,664	4,713	4,861	2,176	3,915	3,850	3,850	1,845	6,094	3,379	3,652	4,520	44,001	48,521	9,603	76%
MEDICAL	81,792	6,816	6,816	3,408	7,316	2,340	5,680	5,680	2,840	6,816	5,112	3,340	6,816	56,164	62,980	18,812	69%
UNEMPLOYMENT & WORKERS' COMP	2,234	-	-	505	-	-	505	-	-	505	-	-	505	1,515	2,020	214	68%
TUITION REIMBURSEMENT	10,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,500	0%
TOTAL FRINGE BENEFITS	189,186	16,011	14,465	11,788	11,048	8,680	12,419	11,914	5,988	17,212	10,593	9,262	14,683	129,380	144,063	45,123	68%
INDIRECT COSTS																	
INDIRECT COSTS	145,696	-	3,501	9,854	3,810	1,358	17,730	3,399	878	1,981	57,977	-	23,010	100,488	123,498	22,198	69%
TOTAL INDIRECT COSTS	145,696	-	3,501	9,854	3,810	1,358	17,730	3,399	878	1,981	57,977	-	23,010	100,488	123,498	22,198	69%
TRAVEL & TRAINING																	
TRAVEL	35,000	306	162	-	-	134	351	15,626	6,302	3,042	12,745	647	530	39,315	39,845	(4,845)	112%
TOTAL TRAVEL & TRAINING	35,000	306	162	-	-	134	351	15,626	6,302	3,042	12,745	647	530	39,315	39,845	(4,845)	112%
SUPPLIES																	
OFFICE SUPPLIES	4,500	-	113	922	-	-	222	1,500	575	-	-	158	1,928	3,488	5,416	(916)	78%
FOOD	1,000	-	-	-	-	-	-	-	-	410	-	-	-	410	410	590	41%
POSTAGE	50	-	-	-	-	1	-	-	-	-	-	-	-	1	1	49	0%
NON-CAPITAL EQUIPMENT	5,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000	0%
TOTAL SUPPLIES	10,550	-	113	922	-	1	222	1,500	575	410	-	158	1,928	3,900	5,827	4,723	37%
CONTRACTUAL																	
ONE STOP OPERATOR	200,000	-	-	-	40,525	31,524	-	-	13,940	29,376	-	82,317	32,489	197,682	230,171	(30,171)	99%
CONSULTANT	40,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	40,000	0%
TOTAL CONTRACTUAL	240,000	-	-	-	40,525	31,524	-	-	13,940	29,376	-	82,317	32,489	197,682	230,171	9,829	82%
OPERATING SERVICES																	
ASSOCIATION/MEMBERSHIPS	8,000	5,418	247	636	-	-	-	-	-	-	-	-	990	6,301	7,291	709	79%
MARKETING	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000	0%
LABOR MARKET	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,000	0%
PRINTING (COPIER)	6,000	-	-	-	1,675	-	-	-	-	-	-	-	2,000	1,675	3,675	2,325	28%
CELL PHONES/LAND LINES	3,500	-	-	377	291	92	92	92	31	916	204	185	92	2,280	2,372	1,128	65%
TOTAL OPERATING SERVICES	20,500	5,418	247	1,012	1,966	92	92	92	31	916	204	185	3,082	10,256	13,338	7,162	50%
TOTAL COSTS	1,118,532	65,376	60,247	63,519	77,932	73,959	62,452	64,170	44,984	103,014	109,284	122,579	112,864	847,515	960,379	158,153	76%



Consent Agenda. Executive Director's Report



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Maricopa County Workforce Development Board Report

Steve Clark, Executive Director

June 2023

Arizona Workforce Summit

Planning is nearly complete for the first annual 2023 Arizona Workforce Summit. The summit will be held on June 29 and 30 at the Desert Willow Conference Center. You should have received a save-the-date flyer with a registration link as well as the current program for reference. This is turning out to be a very impressive agenda including Governor Hobbs, Local Elected Officials, and many other experts in workforce development, economic development, and the education community. As you will see, the first day is focused more on the state perspective, followed by a regional approach on day two. I hope you can find time to attend both days, but it would be nice if we had all of our Board members attend at least one of the days. The Summit will fill the place of the annual MCWDB Retreat, typically held in August of each year.

Maricopa County Workforce Development Board (MCWDB) Summer Projects

As we near the end of the Fiscal Year (FY) 2023, we are planning for summer projects as well as creating an outline for FY2024 MCWDB Board meeting and MCWDB Committee topics. We try to look at the upcoming fiscal year to ensure a proper flow of communication and training for the Board and committees. Below are just a few of our FY2024 projects:

- In-demand Industry's Priority Focus
 - Request for Industry Presentations by Board Members

- Committee Review of Industry Performance
- Expanding Focus on Improvement of Low-Performing
- Industries-Reporting
- Preparing for Presentations/Exhibits at the Following Youth-Focused Events
 - Arizona School Counselors Association
 - Arizona School Administrators Association
 - Arizona School Board Association
 - Arizona Career and Technical Education Association
 - National ACTE Convention-Phoenix 2023
- Expansion of Pre-Apprenticeships in Priority Industries
- Eligible Training Provider List (ETPL) Oversight
- One-Stop Operator Performance Oversight
- Regional Workforce Efforts
- Economic Development Reporting
- Title Partner Collaboration

Projects

We are continuing to work on several projects. They include:

- Partner Collaboration and Facilitation
- 1st Annual Arizona Workforce Summit (Planning)
- Healthcare/Manufacturing Apprenticeships
- Title II Set Aside Funds
- Eligible Training Provider List (ETPL) Management
- MCWDB Committee Work
- One-Stop Operator Oversight
- In-Demand Industries Review



Consent Agenda. Monthly Careers Pathway Strategist Report



MARICOPA COUNTY

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Healthcare Careers Pathway Strategist Report

Jordan Dodeward

MAY 2023

Committee Participation

Consistent attendance as the Co-Chair of the Healthcare Committee with WESTMARC and additionally a member of the workforce committees with WESTMARC and Arizona Association for Economic Development and the Education.

Workgroup Participation

Regular participation in specific workgroups to help advance community workforce initiatives. Valley of the Sun United Way has started back up its regular meetings, and PipelineAZ is continuing a solid effort in the development of their healthcare hub. I am currently in process of helping to create a job-seeker focused apprenticeship landing page on the PipelineAZ hub website.

Arizona Workforce Summit

Continued assistance in planning of the first Arizona Workforce Summit, which is set to take place at Desert Willow Conference Center on **June 29th and 30th!**

Outreach, Events, and Meet & Greets

In the Month of May, I picked back up on some events and stakeholder groups to help build more partnerships/collaborations.

- **May 3**, Attended the WESTMARC Economic Development Summit
- **May 4**, Meet & greet with Arizona State University apprenticeship and workforce development teams
- **May 9**, Meet & greet with SEMI Foundation for potential manufacturing apprenticeships
- **May 17**, Meet & greet with Together for Arizona on potential chatbot collaboration
- **May 18**, Stakeholder workgroup with Peoria USD and Center for the Future of Arizona on pre-apprenticeship mapping and grant funding collaboration
- **May 22**, Meet & greet with the University of Arizona apprenticeship development team
- **May 23**, Meet & greet with St. Vincent de Paul

UPCOMING EVENTS

WESTMARC Healthcare Summit

I have been working with the WESTMARC team to help plan and recruit panelists for the upcoming Healthcare Summit. Additionally, I will be acting as an introduction speaker during the event.

June 7, 2023 | Midwestern University

2023 Arizona CTE Summer Conference

I will present at the 2023 Arizona CTE Summer Conference, hosted by the Association for Career and Technical Education of Arizona (ACTE AZ) and the Department of Labor. I am planning the presentation with members of our WDD team to help inform our Arizona CTE teachers, counselors, and professionals about ARIZONA@WORK!

July 17, 2023 | Tuscon, AZ

Arizona Healthcare Apprenticeship Accelerator, AHAA 2.0

With a CONFIRMED date in August selected, I have begun to create an agenda, invite presenters and panelists and have started to prospect a location. This year's event will focus on the educational institutions that are available and ready to begin creating programs with employers! Some of the confirmed speakers are Maricopa Community Colleges, the University of Arizona, Arizona State University, the University of Jamestown, MedCerts, and MORE! The event will be at Gateway Community College in the Copper Room on August 30th from 9 am to 12 pm!

August 30, 2023 | Gateway Community College

TOP PROJECTS & NEW CONNECTIONS



SAVE THE DATE

ARIZONA HEALTHCARE APPRENTICESHIP ACCELERATOR, AHAA 2.0

August 30, 2023
8:30am Check-in, Program 9am-12pm
Gateway Community College
The Copper Room

Registration Coming Soon!



Consent Agenda.

FY23 MCWDB 3rd Quarter Report



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MCWDB FY23 QUARTERLY REPORT

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MARICOPA
COUNTY



Program Year 2022

3rd Quarter

October - December 2022

Summary of Progress on Goals

During the 3rd Quarter (January – March 2023), the Maricopa County Workforce Development Board (MCWDB) continued to clarify progress toward goals and closely monitor requirements to ensure compliance with the Workforce Innovation and Opportunity Act (WIOA) and the Department of Labor. The MCWDB, in partnership with the Chief Elected Official's liaison and the State of Arizona, has been successfully establishing procedures and timelines to ensure full compliance with WIOA and provide the best value-added services to the constituents of Maricopa County. During this quarter, the MCWDB finalized and submitted the required 2022 Recertification materials in early January, MCWDB actively working with the Arizona Office Economic Opportunity, City of Phoenix and Pinal County to develop the first regional June 29 – 30, 2023 Arizona Workforce Summit, MCWDB members and staff attended the 2023 National Association of Workforce Boards Forum in Washington, D.C., and MCWDB continues to receive a Department of Economic Security (DES) review with "no findings" for the required quarterly WIOA Title I-A Governance submissions.

MCWDB Goals

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



Actions on MCWDB Required Roles

Strategic Functions

- 01 Monthly MCWDB budget financial reviews with the MCWDB Fiscal Agent to ensure open communication and proper management of MCWDB funds.
- 02 Weekly meetings with regional partners, including the Arizona Office of Economic Opportunity, City of Phoenix and Pinal County, in preparation for the first annual Arizona Workforce Summit in late June.
- 03 Final stages of the planning and development of a new Memorandum of Understanding - Infrastructure Funding Agreement.
- 04 Continued work with the MCWDB Board and partners to identify areas of improvement for employers and job seekers, as identified in the 2022 Strategic Plan.
- 05 Continued collaboration with postsecondary education and associated partners to identify career pathways by aligning occupational training in the targeted occupations and in-demand industries. As an example of this collaboration, MCWDB staff and community partners held several healthcare and manufacturing apprenticeship accelerator events this quarter. MCWDB staff are in the planning process for potential future events.
- 06 Continued collaboration with all workforce development local area stakeholders to ensure compliance.



2023 NAWB Forum: Bonnies Schriato, Elizabeth Valdez, Che Collins, Grenee Martacho, Konrad Kobichaud, Leah Hill, Steve Clark, Joe Veres, Jordan Dodeward, and Deseret Romero

System Capacity Building

- 01 Regular engagement with community stakeholders and key partners to actualize the Board's vision of creating a best-in-class workforce system.
- 02 Engagement with the National Association for Workforce Boards by attending their 2023 Forum to identify best practices and trends for areas of improvement.
- 03 Ongoing efforts to solicit and refer potential Board member candidates to the Board of Supervisors Liaison based on vacancies and needs of the MCWDB.





» Contacted Title IV Vocational Rehabilitation DES partners and encouraged participation in Monthly meeting.

MCWDB Policies

No policies were renewed at this time, as the MCWDB major policies were recently approved during the 1st Quarter. Policies will continue to be reviewed on a regular basis, as part of the MCWDB best-in-class practices.

Anticipated Activities

This program year, the MCWDB, with support from their staff, will focus on carrying out the goals and strategies within the 2022 Strategic Plan, continue measuring the outcome and performance of the local area to ensure resources are being maximized, pursuing regional and collaborative opportunities, and identifying innovative ideas in workforce development. All while ensuring compliance of the WIOA and the 13 required functions of the MCWDB.

MCWDB Activities include, but are not limited to:

- Board Training & Engagement
- Continued Policy Review as Needed
- Carrying out the 2022 Strategic Plan Goals and Strategies
- Regional Collaborative Opportunities
- Innovation in Workforce Development
- 2023 Arizona Workforce Summit
- In-Demand Industry Focus

System Alignment & Effective Operations

Ongoing meetings with Board of Supervisors' Liaison, Administrative Entity, and Career Service provider to ensure system and program oversight, alignment, and open and transparent communication.

One-Stop Operator Quarterly Progress

» Advocate for all partners to ensure collaboration and commitment to integrated service and ensure open door policy on site, through phone or email.

» Facilitate monthly meetings and individual discussions to lead productive discussions aimed at improving customer service flow and establishing a seamless service delivery system.

» Visit each comprehensive career center location multiple times a week and attend all monthly meetings scheduled for each center to promote collaboration, encourage participation, and stay informed and up to date in all matter's day to day activities.

» Identified and contacted Title II partners and encouraged to have participation in the monthly meetings.





Consent Agenda. Title IB 3rd Quarter Report



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May 2023

Quarter 3

Report

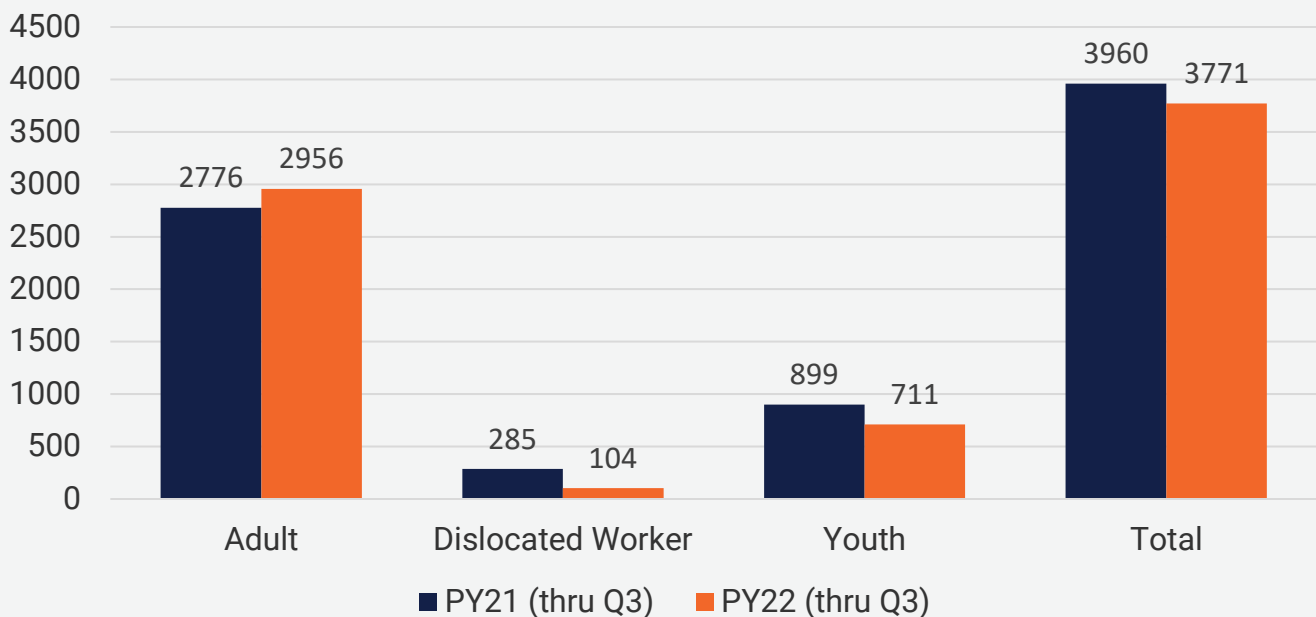
PY22

Maricopa County
Human Services Department
Workforce Development Division

Overall Participation

In the 3rd Quarter, we saw our first decrease in overall participation among the three core programs. This was expected as this is the first quarter in which Priority of Service was implemented for the Adult Program. The Youth Program has fully expended their occupational skills training funding for FY23 and is focused solely on supporting participants seeking Work Experience or Apprenticeships. There's been a 7% Increase in the Adult Program and a 21% decrease in Youth Program participants. The decrease in participation in the Dislocated Worker program is consistent with other Local Workforce Areas and reflective of our area's low unemployment rate.

Program Participation



Participation Trends

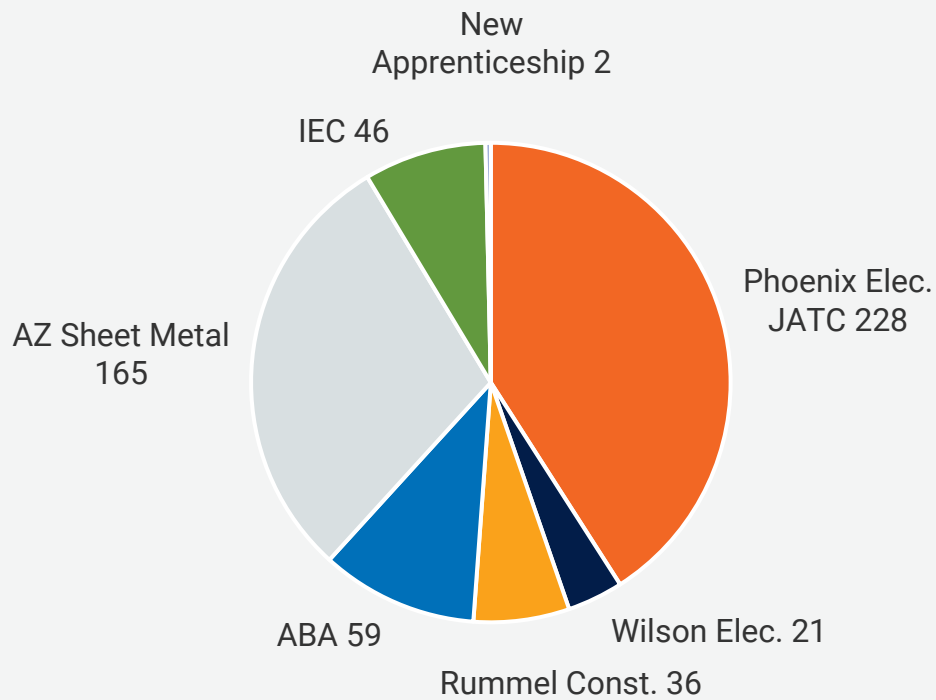
Due to Priority of Service and Budget we're not enrolling into OST's at the same pace we once were. The goal is to be more intentional with the participants we're serving to ensure those most in need are the ones receiving services. Transportation continues to be our most sought-after industry; however, we've seen an increase in healthcare/social service training supporting more than 125 participants in that industry during this past quarter.

Apprenticeship Participation

During the 3rd quarter, the Maricopa County apprenticeship team supported 557 apprentices across our partner programs. Construction related fields continue to be our most sought-after programs, however, we are actively working with employers and training provider from other industries such as healthcare and manufacturing to expand the number of opportunities available to those seeking them.

Breakdown

We currently assist in funding apprenticeship programs with 7 training providers. We have not supported any IT apprenticeships with Gateway due to the market and not being able to secure wages for the participants. We will continue to support Gateway in hopes re-engaging in the future when able.



Manufacturing Accelerator Event

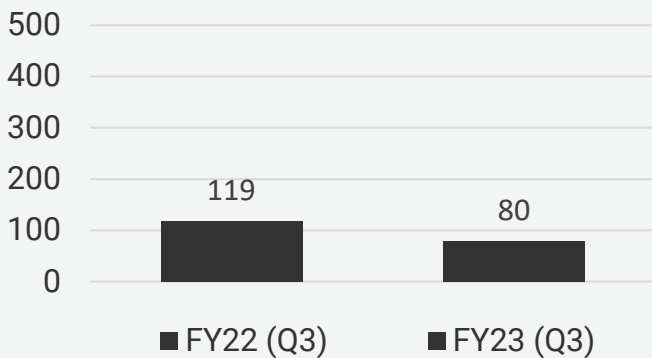
On March 8th, 2023 we attended and supported the Arizona State Apprenticeship Office in their hosting of the Advanced Manufacturing Apprenticeship Accelerator Event. The goal of this event was to encourage employers and training provider to create apprenticeship programs that would prepare participants for a career in Advanced Manufacturing. The event featured several speakers who spoke about the benefits of apprenticeship programs in this industry as well as way's we could support those interested.

Work Experience

A Work Experience (WEX) is a planned, structured learning experience that takes place in a workplace for a limited time. Work Experiences may be paid or unpaid, as appropriate, and consistent with other laws, such as the Fair Labor Standards Act. A Work Experience provides participants with opportunities for skill development and includes academic and occupational education. The employer provides supervision and training to the participant as outlined in a Worksite Agreement. Work Experience wages are funded through the WIOA grant.

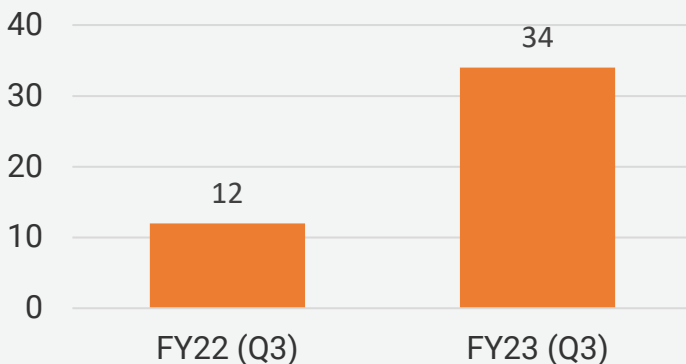
Hundreds of Maricopa County participants each year benefit from participating in paid work experiences. Whether it is their first exposure to the world of work, an opportunity for career exploration, or an externship to fulfill occupational training or licensure requirements, WEX's provide a customized opportunity to earn wages while pursuing an occupation related to the participant's long-term employment goal. Although the Work Experience is for a limited time, employers frequently offer full-time positions to the WEX participants to stay on permanently.

Youth Program



We have witnessed a slight decrease in Youth WEX participation during the 3rd quarter. Whereas we still are serving a number of youth we will continue to encourage participation into our WEX activities.

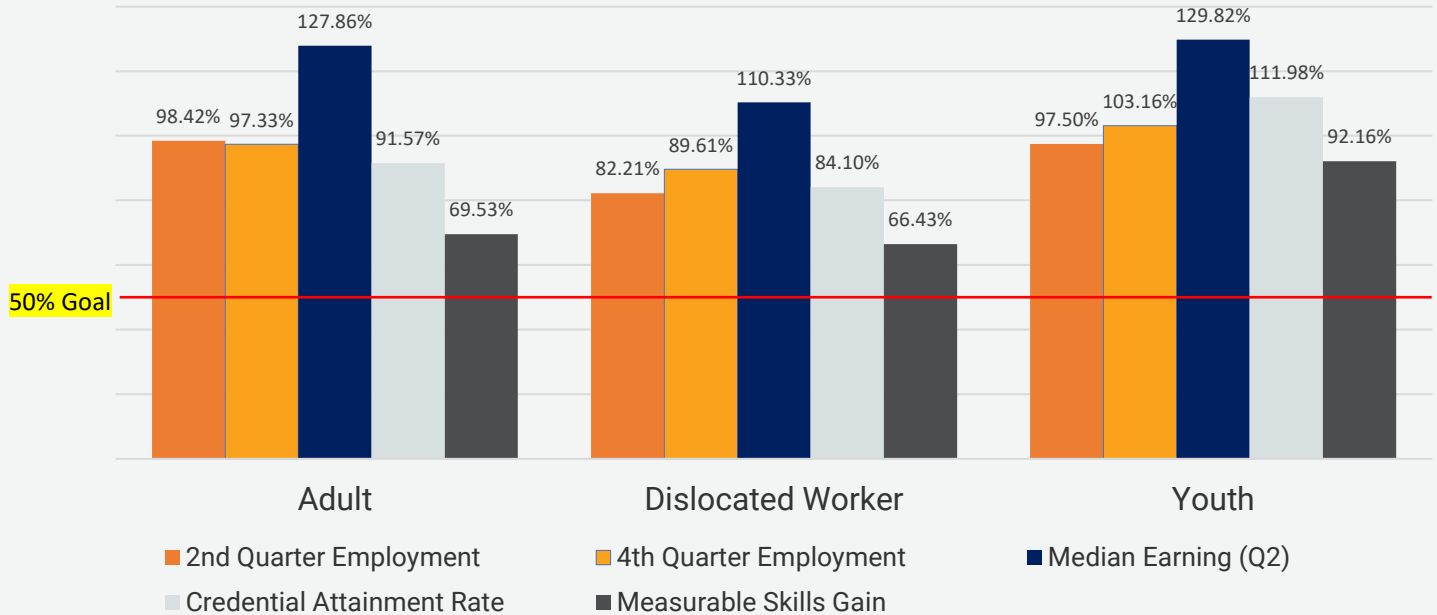
Smart Justice



Our Smart Justice Team is serving roughly three times as many WEX participants as it did this time last year. WEX continues to be a great option for individuals who have been justice involved.

WIOA Performance

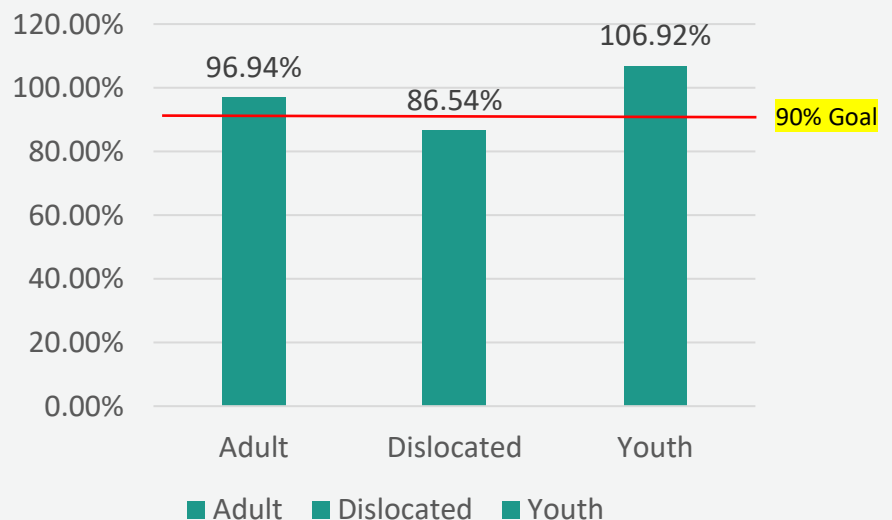
Adjusted Performance Measures



Adjusted Performance: Within the adjusted performance metrics, we are currently above the targeted fifty percent line in all categories, across all programs. With the reduced number of participants in the Dislocated Worker Program, we are actively working on ways to better connect with them post program exit.

Overall Scoring: The overall scores for the three core programs are an average of the scores from the five performance measures displayed above. We are exceeding the goal in both our Youth and Adult Program. We are confident that by the end of the program year we will have captured more credentials and measurable skills gains in the Dislocated Worker Program to exceed the goal in this program as well.

Overall Scores



Program Highlights

Youth Program

Community Partnership & Collaboration - The Youth Program continues to strengthen its Community Partnerships by meeting with MC Juvenile Probation, DES Vocational Rehab, The City of Tempe and The House of Refuge in the 3rd Quarter. In addition, The Youth Program participated in Career Fairs at Marcos De Niza HS, Ombudsman's Charter School, McClintock HS, Sun Valley School and Mesa Adult School.

WDD Internal Collaboration- The Youth Program created an internal Work Group to collaborate on ways we can deliver the 14 program elements in a more cost-effective way with higher quality of service. We are moving forward with internal delivery of 7 of the 14 elements, eliminating an estimated \$350,000 in outsourcing and allowing us to help 58 more Youth per year.

Adult/DW Program

During this quarter, the Adult/Dislocated Worker program continued to focus on serving high priority individuals which include veterans, eligible spouses of veterans, low-income individuals, and basic skills deficient individuals. During this quarter the team enrolled a total of 235 job seekers into individualized services. Of the 235 enrolled, 13 were dislocated workers, 13 received veteran status, and 216 were either low-income or basic skills deficient.

This quarter also saw collaboration between the Adult/Dislocated Worker program and the Youth. These two teams collaborated to co-enroll youth participants who met Adult Priority of Service or Dislocated Worker eligibility to provide dual services to participants. This has allowed for additional youth to receive OST funds.

Program Highlights (continued)

Smart Justice Program

In partnership with MCAPD the Smart Justice Team began coverage at 4 Probation Sites on a weekly basis to serve participants in the community. The sites include Western Regional Center (Glendale), Garfield Probation (Phoenix), Black Canyon Building (Phoenix), and the new Southeast Justice Center in Mesa.

The Smart Justice Team also began providing virtual and direct in person services in collaboration with DES & AZADC at the Phoenix West Second Chance Center. This effort is to bridge the gap between Reentry & Employment that supports our Second Chance individuals with a hand-up and a head start towards their Employment goals.

Job search assistance and Coaching in collaboration with the Youth Team led to an individual obtaining employment. The collaboration was key between Smart Justice and the Youth Team to assist the justice-involved individual with obtaining employment. Our Smart Justice Coach Marina Garcia was able to connect multiple Second Chance Employers to our Avondale WDC Mariela and 3 of the employers attended the Avondale Career Fair.

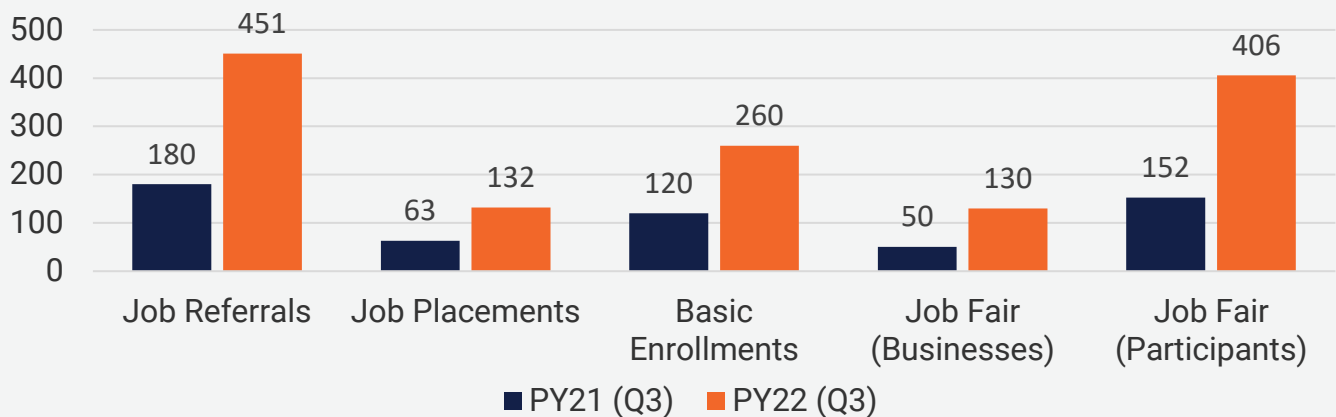
Business and Community Services

Workforce Development Coordinators and Trainers provide jobseeker workshops at community sites and partner locations where Workforce Development Coordinators and/or Community Action Programs are located. During the 3rd quarter of this program year, we have worked closely with the Community Services Division to develop a Financial Empowerment Curriculum that will meet the needs of both divisions. This curriculum seeks to provide job seekers and other residents of Maricopa County the skills and knowledge needed to manage their finances and become financially self-sustainable. Much of this material was learned during the MCHSD Learning Academy and additional material was captured from the Consumer Financial Protection Bureau (CFPB). This program is being piloted in the 4th quarter and will be offered at the 2 comprehensive centers and WDC sites starting July 2023.

Business and Community Services

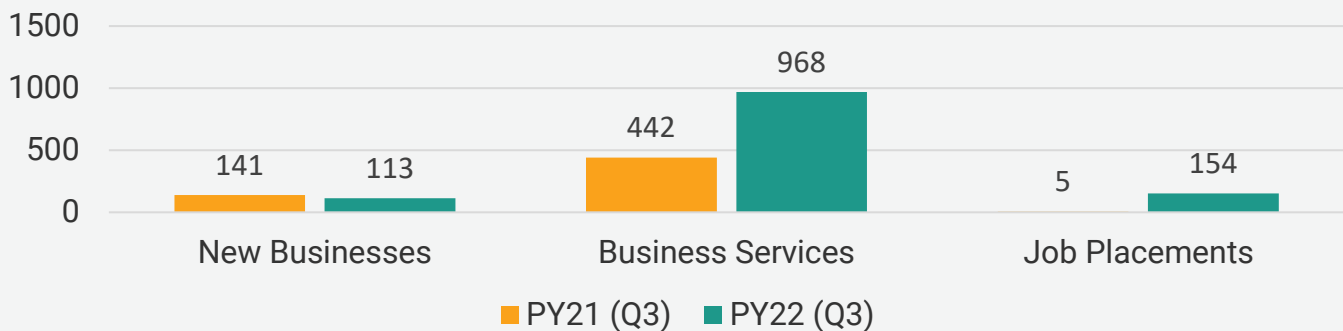
As announced in our last quarterly report we will be re-aligning our Business and Community Services (BCS) Team structure. Instead of operating and supervising by job title, we will have both an East and West Valley BCS team. This alignment will lead to a more intentional impact in the communities we serve by leverage the work being done by both the BSR's and the WDC's and allowing us as a division to regionalize the information and work being done.

Workforce Development Coordinators



The Workforce Development Coordinators (WDC's) continue to work closely with the local municipalities in whom we share an agreement with. The WDC's are tasked with providing all services offered at our two main career centers in Glendale and Mesa.

Business Service Representatives



The Business Service Representatives serve as the face of services available to local businesses on behalf of our department. We are committed to connecting employers with highly trained and talented job seekers throughout our communities. There have been increases in all major Key Performance Indicators amongst our BSR team. We are also now tracking follow up services provided to employers we work with to maintain excellent customer service.

Success Stories

Client: Jarvis T.

Jarvis came to ARIZONA@WORK Maricopa County seeking the WIOA training grant to attend the first year of his Sheet Metal Apprenticeship and to receive the tools. Jarvis has just been assigned “dispatched” to work for AACO, full time. Prior to this, Jarvis had been released from prison, and both he and his brother decided to apply, and both were accepted, to Arizona Sheet Metal Apprenticeship JATC. Both attend class the same week, and both drive to the same location for work. They said this is holding each one of them accountable to be at school and work at the same time.

Both individuals are doing well with their 1st year of training and are very happy they enrolled in this program. Both individuals applied for and received supportive services of work boots and clothing. Jarvis also selected a hat because the location they are working at does not have heat, and he gets cold very quickly. Jarvis is so impressed with this program, he recommended his son to attend the same training, and he also is enrolled to begin his training this month and is working for the same employer at the same location.

Client: TTEC

In January, ARIZONA@WORK Maricopa County Business and Community Services, received a WARN notice from TTEC, reporting they would be laying off 308 employees at their Tempe facility. We organized two events that included partners from Maricopa County Human Services Department Community Services Division, Arizona Department of Economic Security Employment Services, and Arizona Unemployment Insurance.

On March 9, the above listed organizations provided Rapid Response workshops for the affected employees. The workshops consisted of Unemployment Insurance Orientation (70+ attendees), Rental and Utility Assistance Orientation (44 attendees), and Job Description Labor Market Information Review (57 attendees). Additionally, we offered individual assistance in registering for the Arizona Job Connection (32 participants) and developing targeted resumes (20 participants).

We organized and held a reverse job fair on March 16th for the affected employees. Four businesses with openings utilizing transferable skill sets and 76 affected employees attended.

Business Service Representatives provided continued support to the employees and businesses after the event. The four employers have conducted almost 40 interviews, have completed 3 hires and may be in the process of hiring an additional 6.



Maricopa County
Human Services Department
Workforce Development Division
Maricopa.gov/WDD



Consent Agenda. FY24 MCWDB Meeting Schedule



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FY24 Board/Committee Meeting Schedule

Month (# of meetings)	MCWDB Full Board	Executive Committee	Youth Committee	Employer Connection Committee	TBD Committee
July - 0	Begin New Fiscal Year-No Meetings				
August - 2	8/24	8/3			
September - 3		9/21	9/7		9/7
October 2	10/19			10/5	
November - 3		11/16	11/2		11/2
December - 2	12/21			12/7	
January - 2		1/18	1/4		
February - 3	2/15			2/8	2/1
March - 2		3/21	3/7		
April - 3	4/18			4/11	4/4
May - 2		5/16	5/2		
June - 1	6/6				



Consent Agenda.

Title IA Governance Monitoring 2nd Quarter



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DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

Katie Hobbs
Governor

Angie Rodgers
Director

May 26, 2023

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

RE: FINDINGS

Dear Director Clark,

The Department of Economic Security (DES) Quality Assurance and Integrity Administration (QAIA) Workforce Innovation and Opportunity Act (WIOA) section, conducted case desk audit file reviews for Maricopa County Workforce Development Board in April 2023. The review determined compliance with WIOA Title I-A Governance requirements.

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

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

Sincerely,

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

Cc: Jacqueline Butera, Quality Assurance & Integrity Administrator
Jennifer Kelley, Workforce Technical Assistance Coordinator and Acting WIOA Manager



Consent Agenda. Maricopa County Recertification Approval



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DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

Katie Hobbs
Governor

Angie Rodgers
Director

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

Dear Leah Hill:

The Arizona Department of Economic Security (ADES) recognizes the critical role each local board plays in Arizona's workforce development ecosystem. ADES also appreciates that recertification is consequential for each local board to continue its essential functions.

To facilitate local board recertification in 2023, as required in Section 107(c)(2) of the Workforce Innovation and Opportunity Act (WIOA) and reflected in State policy, ADES assessed each local board for compliance with criteria described in WIOA and noted below:

- Local board composition;
- Standing committee composition, when applicable;
- The extent to which the local board has ensured that the local area has met performance accountability measures; and
- The extent to which the local board has ensured that the local area has achieved sustained fiscal integrity.

Subsequent to the compliance assessment, ADES is recommending Maricopa County Workforce Development Board to the Workforce Arizona Council (WAC) for recertification during the following:

- May 25, 2023 - WAC Executive Committee Meeting
- June 1, 2023 - WAC (Full Council) Meeting

Please review the attached report, which details the results of the assessment and includes any actions that need to be taken for continued compliance with the recertification requirements. ADES will also hold a technical assistance session, which will give local areas the opportunity to provide feedback and ask questions related to the recertification compliance review.

Sincerely,

Sara Agostinho

Sara Agostinho
Program Oversight and Support Administrator

Enclosure: Assessment Report

CC: Steve Clark, Executive Director, Maricopa County Workforce Development Board
Clint Hickman, Chairman, Maricopa County Board of Supervisors
Nancy Avila, Management Analyst, Maricopa County Workforce Development Board

**Local Workforce Development Board Recertification
Compliance Assessment**

<p style="text-align: center;">Recertification Criteria</p>	<p style="text-align: center;">Assessment Components¹</p> <p style="text-align: center;"><i>With ✓ - criteria met</i> <i>Bold text - for follow-up; refer to action steps for continued compliance.</i></p>	<p style="text-align: center;">Action Steps for Continued Compliance</p>
<p>Local board membership per 20 CFR § 679.320</p>	<p>Local board composition</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> More than 50 percent business representatives, providing employment in an in-demand industry or occupation <ul style="list-style-type: none"> <input checked="" type="checkbox"/> At least two small business representatives <input checked="" type="checkbox"/> At least 20 percent workforce representatives <ul style="list-style-type: none"> <input checked="" type="checkbox"/> At least two representatives of labor organizations <input checked="" type="checkbox"/> At least one representative of joint labor-management registered apprenticeship <input checked="" type="checkbox"/> Optional - organizations that have demonstrated experience and expertise in addressing the employment, training, and education needs of those with barriers to employment or eligible youth <input checked="" type="checkbox"/> At least one adult education and literacy eligible training provider under WIOA title II <input checked="" type="checkbox"/> At least one representative from an institution of higher education providing 	

¹ Assessment results are based on information at the time of review.

**Local Workforce Development Board Recertification
Compliance Assessment**

Recertification Criteria	Assessment Components	Action Steps for Continued Compliance
	<p><i>With ✓ - criteria met</i> Bold text - for follow-up; refer to action steps for continued compliance.</p>	
	<p>workforce investment activities</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> At least one representative from an economic and development entity <input checked="" type="checkbox"/> At least one representative from Wagner-Peyser Employment Service <input checked="" type="checkbox"/> At least one representative from Vocational Rehabilitation 	
	<p>Member authority</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Business representatives must be an owner, chief executive officer, chief operating officer, or other individual with optimum policy-making or hiring authority. <input checked="" type="checkbox"/> Other representatives must be individuals with optimum policymaking authority within the entities they represent. 	
	<p>Nomination for appointment</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Business representatives must be nominated by local business organizations and business trade associations. <input checked="" type="checkbox"/> Labor representatives must be nominated by local labor federations. <input checked="" type="checkbox"/> If there are multiple eligible training providers under WIOA title II or institutions of higher education providing workforce investment activities in the local area, the 	

**Local Workforce Development Board Recertification
Compliance Assessment**

Recertification Criteria	Assessment Components <i>With ✓ - criteria met Bold text - for follow-up; refer to action steps for continued compliance.</i>	Action Steps for Continued Compliance
	representatives must be appointed from among individuals nominated by local providers representing such providers or institutions, respectively.	
	<input checked="" type="checkbox"/> Chairperson (elected from among business representatives)	
Standing committee composition (when applicable) per 20 CFR § 679.360	<input checked="" type="checkbox"/> Chaired by a local board member <input checked="" type="checkbox"/> Includes other individuals appointed by the local board who are not members of the board and who have demonstrated experience and expertise <input type="checkbox"/> Criterion not applicable	
The extent to which the local board has ensured that performance accountability measures are met	Local area performance measures for program years 2020 and 2021: <input checked="" type="checkbox"/> Any individual performance indicator must not have fallen below 50 percent. <input checked="" type="checkbox"/> The overall score for a performance indicator across all core programs must not have fallen below 90 percent. <input checked="" type="checkbox"/> The overall score for all performance indicators in a single core program must not have fallen below 90 percent	
	Title I governance monitoring for calendar year	


Local Workforce Development Board Recertification Compliance Assessment

Recertification Criteria	Assessment Components	Action Steps for Continued Compliance
	<p><i>With ✓ - criteria met</i> <i>Bold text - for follow-up; refer to action steps for continued compliance.</i></p>	
	<p>2022:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> All relevant findings must have been sufficiently addressed within the time frame allotted by the Quality Assurance and Integrity Administration. 	
The extent to which the local board has ensured sustained fiscal integrity	<p>Fiscal monitoring for calendar year 2022:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> All findings must have been sufficiently addressed within the time frame allotted by the Finance and Business Operations Administration. 	



Community Impact Statements. MCWDB Success Story



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Success Story

Participant Name: Ricky V.

Month/Year: January 2023

Career Advisor: Norma Hernandez



Before:

Ricky is an Army veteran. He served in the Army for 1 year and in the National Guard for a total of 4 years before he was discharged dishonorably. He has been In and out of prison for the past 42 years. At one point, he was incarcerated 26 years for armed robbery, kidnapping and aggravated assault. His most recent sentence was due to a probation violation which resulted in a 3-year incarceration.

After he was released in February 2022, Ricky lived at New Freedom for 3 months and completed intensive therapy. New Freedom is a non-profit organization that assists inmates with life skills and recovery principles for reentry into society. Ricky first learned about Arizona@Work at New Freedom and when he searched the internet, he found Arizona@Work Maricopa County.

During:

Ricky was most interested in pursuing an occupational skills training program for his commercial driver license (CDL). He had attempted to pursue his CDL in 2018 however he dropped out of training when his wife was diagnosed with cancer.

Fortunately, he enrolled with Arizona@Work Smart Justice and successfully secured the WIOA grant to fund his CDL training.

After:

Ricky stated, " I have overcome a great deal to finally begin a productive life." As of December 2022, he is employed at Otto Trucking as a CDL Driver.

When he first started working at Otto Trucking, Ricky struggled to make ends meet, and did not have the resources to cover work tools and boots. Arizona@Work provided funding to cover the cost of new work boots, and Ricky was able to obtain the work tools required for his new job.

Ricky recently reported the following.

"I love my job and drive a double belly dump truck. Though difficult to begin my very first career, MC Workforce not once ever failed to help and aid me, especially with my computer struggles. Thank you. Seriously, thank all of you!"



Information/Discussion/Possible Action.

In-Demand Industries Recommendation



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In-Demand Industries Discussion/Recommendation

June 15, 2023

**Maricopa County Workforce Development Board
Meeting**

Presenter: Steve Clark, Executive Director



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Current Maricopa County In-Demand Industries (2018)

1. Information Technology
2. Manufacturing
3. Healthcare & Social Assistance
4. Finance & Insurance
5. Construction
6. Transportation & Warehousing



In-Demand Industries Review Process

- Employer Connection Committee (ECC)
 - Reviewed the data
 - Office of Economic Opportunity
 - Determined the best option
 - Approved recommendation to Executive Committee

In-Demand Industries Review Process

- Executive Committee
 - Reviewed/discussed recommendation
 - Approved ECC recommendation to Full MCWDB (May 18)



Why are In-Demand industries important?

- Determine workforce board membership
- Focus employer engagement efforts
- Support development of targeted career pathways for all WIOA programs' participants
- Clarify which educational programs get approved for the Eligible Training Provider List (ETPL)
- Should guide local board decisions



Variables to Rank In-Demand Industries

- Employment and wage levels
- Historic employment and wage changes
- Forecasted employment trends to prepare for future needs
- Projected employment growth
 - Focused on strong employment and wage growth within the private sector



Maricopa 2022 Top Industries by Overall Ranking

1. Finance and insurance
2. Construction
3. Retail trade
4. Mining, quarrying, and oil and gas extraction
5. Health care and social assistance
6. Manufacturing
7. Accommodation and food services
8. Real estate and rental and leasing



Maricopa 2022 Top Industries by Overall Ranking (cont.)

9. Transportation and warehousing
10. Arts, entertainment, and recreation
11. Professional and technical Services
12. Wholesale trade
13. Administrative and waste services
14. Management of companies and enterprises
15. Other services, except public administration
16. Educational services



Executive Committee Recommendation

1. Construction
2. Healthcare & Social Assistance
3. Manufacturing
4. Finance & Insurance
5. Transportation & Warehousing
6. Informational Technology



Questions?





Information/Discussion/Possible Action. Memorandum of Understanding/ Infrastructure Funding Agreement



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Memorandum of Understanding (MOU) & Infrastructure Funding Agreement (IFA) Revisions Update

June 15, 2023

Background

MOU & IFA

- Renew and approve every 3-years, with semi-annual reviews to ensure MOU & IFA are always up-to-date.
- MOU *“the agreement between the Maricopa County Workforce Development Board (MCWDB) and One-Stop partners that identify the roles of each partner, and the methods or means of providing customers access to partner program services.”*
- IFA *“the financial plan to fund the one-stop delivery system's services and operational costs.”*
- Renewed Term for MOU & IFA: 7/1/2023 – 6/30/2026. ✓

Summary of Revisions

MOU

- Updates to term, Definitions, ARIZONA@WORK One-stop center locations,
- Alignment with Arizona Workforce Council policy,
- Partner feedback additions: ensuring universal access for individuals earning secondary diplomas, keeping employer informed with labor market information, priority of service to include veterans,
- Central Registry background check language updates,
- Grammar and spelling updates.

IFA

- Updates to Partner point-of-contact, ARIZONA@WORK One-stop center locations and specialized centers,
- Partner Services,
- ARIZONA@WORK One-stop center locations Infrastructure budget, co-located occupancy.

01 Complete

- MCWDB Staff Research
- MCWDB staff redline revisions

02 Complete

- Fiscal Agent review, input, and redline revisions
- Contracts review, input and redline revisions
- Partner input and feedback
- MCWDB staff partner redline revisions

03 In progress

- Obtain Partner Signatures

Next Steps

Timeline

- 06/15/2023 Full Board presentation & approval
- **06/28/2023 Board of Supervisor Approval**
- **07/2023 Final executed documents submitted to DES and provided to partners**

Thoughts? Questions?





Thank You



MARICOPA COUNTY

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**MEMORANDUM OF UNDERSTANDING
BETWEEN
MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD
AND
WORKFORCE INNOVATION & OPPORTUNITY ACT PARTNERS**

Contract #: _____

MOU Start Date: July 1, 2023

MOU Termination Date: June 30, 2026

This Memorandum of Understanding (MOU) is entered into between the Maricopa County Board of Supervisors (“Board”); the Maricopa County Local Workforce Development Board (Local WDB), and its Workforce Innovation & Opportunity Act Partners (or “Partners” as defined herein and as are listed more specifically in Attachment A hereto) (collectively referred to as the “Parties,” and individually as “Party”).

1.0. PURPOSE

This MOU is developed to confirm the understanding of the Parties regarding the operation and management of the One Stop Centers in the Maricopa County Local Workforce Development Area (Local WDA). The Maricopa County Local WDB provides local oversight of workforce programming for the Maricopa County Local WDA. The purpose of this MOU is to define the parameters within which education, workforce, economic development, and other Partner programs and entities operating in the Maricopa County Local WDA create a seamless, customer-focused Maricopa County One-Stop Center network that aligns service delivery across the board and enhances access to program services. By realizing one-stop opportunities together, Partners are able to build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships will reduce administrative burden and costs and increase customer access and performance outcomes.

2.0. AUTHORITY

The Workforce Innovation and Opportunity Act (WIOA) sec. 121(c)(1) requires the Local Board, with the agreement of the Chief Elected Official (CEO), to develop and enter into a Memorandum of Understanding (MOU) between the Local WDB and the One-Stop Partners, consistent with WIOA Sec. 121(c)(2), concerning the operation of the one-stop delivery system in a local WDA. This requirement is further described in the Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions: Final Rule at 20 CFR 678.500, 34 CFR 361.500, and 34 CFR 463.500, and in Federal guidance. Additionally, the sharing and allocation of infrastructure costs among one-stop partners is governed by WIOA sec. 121(h), its implementing regulations, and the Federal Cost

Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) at 2 CFR part 200.

3.0. DEFINITIONS

- 3.1. **Additional One-Stop Partners** means other participant authorized by the WDB and Board which provide employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under sec. 1148 of the Social Security Act (42 U.S.C. 1320b–19), employment and training programs carried out by the Small Business Administration, Supplemental Nutrition Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4) and 2015(o)), Client Assistance Program authorized under sec. 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732), programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.), and other appropriate Federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector, programs providing transportation assistance, and programs providing services to individuals with substance abuse or mental health issues.
- 3.2. **ARIZONA@WORK** is the brand of the State and Local workforce development system.
- 3.3. **Arizona Job Connection (AJC)** is the system of record.
- 3.4. **Chief Executive Official (CEO)** means the Maricopa County Board of Supervisors, the chief elected executive officers of Maricopa County Workforce Development Area.
- 3.5. **Executive Committee** means the Chair, Vice Chair, Second Vice Chair and additional members as appointed by the Chair of the Local WDB.
- 3.6. **FERPA** means the Family Educational Rights and Privacy Act and regulations at 34 CFR 99.33 regarding the protection of educational data.
- 3.7. **Local WDB** means MCWDB, the entity accountable for oversight of the following: youth workforce development activities authorized under WIOA section 129(c); adult and dislocated worker employment and training activities under WIOA sections 134(c) and (d); employer engagement; and the One-Stop delivery system in Maricopa County.
- 3.8. **Local Workforce Development Area or Maricopa County Workforce Development Area** means the geographic area including Maricopa County, Arizona excluding the City of Phoenix.
- 3.9. **One-Stop Delivery System** means 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. One-stop Partners administer separately funded programs as a set of integrated streamlined services to customers.
- 3.10. **One Stop Centers** means the Job Centers currently located at:
 - 3.10.1. 1001 W. Southern Ave., Suite 101 Mesa, AZ 85210
 - 3.10.2. 4425 W. Olive Ave., Suites 190 & 200, Glendale AZ 85302.

- 3.10.3. The location of the One Stop Centers is not a material issue and may be subject to change due to leasing, financial, or other issues.
- 3.11. **Personally Identifiable Information or PII** means information that can be used to distinguish or trace an individuals identify, either alone or when combined with other personal or identifying information that is linked or linkable to a specific individual
- 3.12. **Vocational Rehabilitation or VR** means the program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C.720 et seq.), as amended by WIOA title IV;
- 3.13. **Required One-Stop Partners** includes, but is not limited to the following programs under the Department of Labor; the Department of Education; the Department of Housing and Urban Development and the Department of Health and Human Services:
- 3.13.1. Department of Labor
- 3.13.1.1. WIOA title I programs: Adult, Dislocated Worker, and Youth formula programs;
- 3.13.1.2. Job Corps;
- 3.13.1.3. Youth Build;
- 3.13.1.4. Native American programs;
- 3.13.1.5. Migrant Seasonal Farmworkers (MSFW) that includes the National Farmworker Jobs Program (NFJP);
- 3.13.1.6. Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III, including the statewide Business Service Team;
- 3.13.1.7. Senior Community Service Employment Program (SCSEP) authorized under title V of the Older Americans Act of 1965;
- 3.13.1.8. Trade Adjustment Assistance (TAA) activities authorized under chapter 2 of title II of the Trade Act of 1974;
- 3.13.1.9. Unemployment Compensation (UC) programs;
- 3.13.1.10. Jobs for Veterans State Grants (JVSG) programs authorized under chapter 41 of title 38, U.S.C.;
- 3.13.1.11. Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)) authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169;
- 3.13.1.12. The State Vocational Rehabilitation (VR) Services program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C.720 et seq.), as amended by WIOA title IV;
- 3.13.2. Department of Education
- 3.13.2.1. Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II;
- 3.13.3. Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins);

- 3.13.4. The State Vocational Rehabilitation (VR) Services program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C.720 et seq.), as amended by WIOA title IV;
- 3.13.5. Department of Housing and Urban Development
 - 3.13.5.1. Employment and training programs;
- 3.13.6. Department of Health and Human Services
 - 3.13.6.1. Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and
 - 3.13.6.2. Temporary Assistance for Needy Families (TANF) program authorized under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under 20 CFR 678.405(b).
- 3.14. **Unemployment Insurance or “UI”** means the Federal-State unemployment compensation (UC) program, created by the Social Security Act (SSA) of 1935, offers the first economic line of defense against the effects of unemployment.
- 3.15. **Workforce Innovation & Opportunity Act Partners or Partners** means:
 - 3.15.1. Maricopa County Human Service Department an administrator of the Title I.B Programs in the Local WDB;
 - 3.15.2. Maricopa County Adult Education Providers who administer Title II Programs;
 - 3.15.3. Department of Economic Security which administers Title III Programs under the Wagner-Peyser Act and Vocational Rehabilitation programs under Title IV; and
 - 3.15.4. Such other required or additional entities, as may become Partners to this MOU, as service delivery is established in the Local Workforce Area and at the discretion of the Local Board.

4.0. **TERM**

The term of this MOU is July 1, 2023, through June 30, 2026, unless terminated earlier as described herein. This MOU will become effective upon execution of the parties. This agreement will be reviewed and renewed not less than once every three (3)-year period.

5.0. **RECONCILIATION OF INFRASTRUCTURE FUNDING AGREEMENT**

- 5.1. The Partners shall review the MOU and Infrastructure Funding Agreement (IFA) semi-annually. Any agreed upon changes that require reconciliation will be provided to the MCWDB staff and the MC Fiscal Agent.
- 5.2. The MOU and the Infrastructure Funding Agreement (IFA) will be reviewed at minimum on a semi-annual basis by the MCWDB staff and the MC Fiscal Agent. The review will include the validation of budgeted costs, and a subsequent adjustment based upon actual data. If all actual costs are not reconciled prior to the new program year (July 1st), an additional reconciliation for the prior program year will occur no later than December 31st.

6.0. AMENDMENT

- 6.1. The Parties may amend this MOU by written agreement. Any signatory of this document may submit a 120-days' notice of intent to amend, modify or terminate this MOU except as otherwise provided in paragraph 7.0. Such requests shall be submitted in writing to the MCWDB Executive Director and are subject to the review and approval by the Partners.
- 6.2. If a one-stop partner appeals to DES regarding infrastructure costs which results in a change to the one-stop partner's infrastructure cost contributions, the MOU must be updated to reflect the final one-stop partner infrastructure cost contributions (.).

7.0. TERMINATION

- 7.1. This MOU may be terminated if:
 - 7.1.1. All parties mutually agree to terminate this MOU prior to the end date.
 - 7.1.2. Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any party unable to perform pursuant to MOU due to lack of funding shall notify the other Parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.
 - 7.1.3. WIOA is repealed or superseded by a subsequent federal law.
 - 7.1.4. Local area designation is changed under WIOA.
 - 7.1.5. A party breaches any provision of this MOU and such breach is not cured within thirty (30) days after receiving written notice from the Local WDB specifying such breach in reasonable detail. In such event, the non-breaching party(s) shall have the right to terminate this MOU by giving written notice thereof to the party in breach, upon which termination will go into effect immediately.
- 7.2. In the event of termination for breach, the Parties to the MOU must convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

8.0. SHARED RESPONSIBILITIES

Partners shall:

- 8.1. At a minimum, the Partners will make available, as applicable to their programs, and consistent with and coordinated via the One Stop Delivery System the services more specifically identified in Attachment B. Additional services may be provided on a case-by-case basis and with the approval of the Local WDB and the Chief Executive Officials.
- 8.2. Participate and meet semi-annually to ensure compliance with the terms of the MOU.
- 8.3. Ensure Universal Access to One Stop Centers: All customers, including those with barriers to employment, will have access to services at each One-Stop Center, designed to provide information to make career and labor market decisions. Methods to ensure that the needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities and those working toward

- earning secondary diplomas, are addressed in providing access to services, including access to technology and materials that are available through the one-stop delivery system.
- 8.4. Comply with the One-Stop System Approach: All customers may explore work readiness preparation, foundational education, and career development services, while having access to information on a range of employment, training, and occupational programs. Services will be made available through the One-Stop Centers, WIOA Partner programs, or technology-based services. Access to technology will be further developed.
 - 8.5. Respect the Individual Choice of Customers and Clients seeking assistance: Customers will be provided with information and have access to career, skill, employment, education, and training information to enhance employment opportunities, based on individual needs, and build on the advice and coaching provided by One-Stop Center staff and Partners.
 - 8.6. Work to Strengthen Regional Workplace Skills and Economic Development: The ARIZONA@WORK System, working in partnership with Economic Development entities, strengthens the regional area workplace skills and enhances the economic development of the area.
 - 8.7. Operate Effectively: All Customers will have access to an efficient and comprehensive system that enhances the participation of employers and job seekers' served through the system, and does not duplicate services, as well as keep the employer well informed with current labor market information
 - 8.8. Comply with:
 - 8.8.1. Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016),
 - 8.8.2. Title VI of the Civil Rights Act of 1964 (Public Law 88-352),
 - 8.8.3. Section 504 of the Rehabilitation Act of 1973, as amended,
 - 8.8.4. The Americans with Disabilities Act of 1990 (Public Law 101-336),
 - 8.8.5. The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor,
 - 8.8.6. Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188,
 - 8.8.7. The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99),
 - 8.8.8. Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38),
 - 8.8.9. The confidentiality requirements governing the use of confidential information held by the State UI agency (20 CFR part 603),
 - 8.8.10. all amendments to each, and
 - 8.8.11. all requirements imposed by the regulations issued pursuant to these acts.
 - 8.9. Collaborate and reasonably assist each other in the development of necessary service delivery protocols for the services outlined in the Partner Services section above,

- 8.10. Agree that the provisions contained herein are made subject to all applicable federal and state laws, implementing regulations, and guidelines imposed on either or all Parties relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers, and
- 8.11. Agree that all equipment and furniture purchased by any party for purposes described herein shall remain the property of the purchaser after the termination of this MOU.
- 8.12. The Local WDB, or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that:
 - 8.12.1. Federal awards are used for authorized purposes in compliance with law, regulations, and State policies,
 - 8.12.2. Those laws, regulations, and policies are enforced properly,
 - 8.12.3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
 - 8.12.4. Outcomes are assessed and analyzed periodically to ensure that performance goals are met,
 - 8.12.5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
 - 8.12.6. All MOU terms and conditions are fulfilled.
- 8.13. All Parties to this MOU should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

9.0. RESPONSIBILITIES OF THE BOARD AS CHIEF OPERATING OFFICIALS

- 9.1. In Partnership with the Local WDB and other applicable Partners within the planning region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by all Local WDBs and their Partners, and that incorporates plans for each of the Local areas in the planning region,
- 9.2. Approve the Local WDB budget and workforce center cost allocation plan,
- 9.3. Approve the selection of the one-stop operator following the competitive procurement process, and
- 9.4. Coordinate with the Local WDB to oversee the operations of the Local WDA One Stop Centers.

10.0. RESPONSIBILITIES OF THE LOCAL WDB

The Local WDB ensures the workforce-related needs of employers, workers, and job seekers in the Local WDA and/or the region are met, to the maximum extent possible with available resources. The Local WDB will, at a minimum:

- 10.1. In Partnership with the Chair, the Board and other applicable Partners within the Local WDA, develop and submit a Local WDA plan that includes a description of the activities that shall be undertaken by the Local WDB and its Partners, and that aligns its strategic vision, goals, objectives, and workforce-related policies to the regional plan and economy,

- 10.2. In Partnership with the CEO and other applicable Partners within the planning region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by all Local WDBs and their Partners, and that incorporates plans for each of the Local areas in the planning region,
- 10.3. In collaboration and Partnership with the CEO and other applicable Partners within the planning region, develop the strategic regional vision, goals, objectives, and workforce-related policies,
- 10.4. In cooperation with the Local CEO and the other Local WDBs within the regional area, design and approve the American Job Center network structure. This includes, but is not limited to:
 - 10.4.1. Adequate, sufficient, and accessible one-stop center locations and facilities,
 - 10.4.2. Sufficient numbers and types of providers of career and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities),
 - 10.4.3. A holistic system of supporting services, and
 - 10.4.4. One or more competitively procured one-stop operators.
- 10.5. In collaboration with the CEO, designate through a competitive process, oversee, monitor, implement corrective action, and, if applicable, terminate the one-stop operator(s),
 - 10.5.1. Determine the role and day-to-day duties of the one-stop operator,
 - 10.5.2. Approve annual budget allocations for operation of the American Job Center network,
 - 10.5.3. Help the one-stop operator recruit operational Partners and negotiate MOUs with new Partners,
 - 10.5.4. Leverage additional funding for the American Job Center network to operate and expand one-stop customer activities and resources, and
 - 10.5.5. Review and evaluate performance of the Local WDA and one-stop operator.

11.0. RESPONSIBILITIES OF THE LOCAL WDB STAFF

Local WDB Staff shall:

- 11.1. Assist the CEO and the Local WDB with the development and submission of a single regional plan,
- 11.2. Support the Local WDB with the implementation and execution of the regional vision, goals, objectives, and workforce-related policies, including all duties outlined above,
- 11.3. Provide operational and grant-specific guidance to the one-stop operator,
- 11.4. Investigate and resolve elevated customer complaints and grievance issues,
- 11.5. Prepare regular reports and recommendations to the Local WDB, and
- 11.6. Oversee negotiations and maintenance of MOUs with one-stop Partners.

12.0. RESPONSIBILITIES OF PARTNERS

Each Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

- 12.1. Partners will further promote system integration to the maximum extent feasible through:
 - 12.1.1. Effective communication, information sharing, and collaboration with the one-stop operator,
 - 12.1.2. Joint planning, policy development, and system design processes,
 - 12.1.3. Commitment to the joint mission, vision, goals, strategies, and performance measures,
- 12.2. The design and use of common intake, assessment, referral, and case management processes,
- 12.3. The use of common and/or linked data management systems and data sharing methods, as appropriate,
- 12.4. Leveraging of resources, including other public agency and non-profit organization services,
- 12.5. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
- 12.6. Participation in regularly scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

13.0. OPERATING COSTS AND PROPORTIONATE USE AND RELATIVE BENEFIT FOR ALLOCATION OF COSTS

- 13.1. Both the Infrastructure and Shared Services Costs for Career Services are funded through the partners according to the attached IFA.
- 13.2. The Maricopa County Local Workforce Development Area selected four different allocation bases (as outlined in the attached IFA) to determine overall Partner Contributions. This was done 1) to remedy the imbalance of non-physically represented Partners, and 2) to comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the one-stop centers and relative benefit received.
- 13.3. When data is available to further determine the benefit of ARIZONA@WORK job centers to non-co-located partners, the infrastructure cost sharing agreement will be updated and renegotiated to include that proportionate share of contributions.

14.0. DATA SHARING

- 14.1. Partners agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.
- 14.2. Partners further agree that the collection, use, and disclosure of Customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy all of these requirements.
- 14.3. All data, including customer PII, collected, used, and disclosed by Partners will be subject to the following:

- 14.3.1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
- 14.3.2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
- 14.3.3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
- 14.3.4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
- 14.3.5. Customer data may be shared with other programs, for those programs' purposes, within the American Job Center network only after the informed written consent of the individual has been obtained, where required.
- 14.3.6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
- 14.3.7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).
- 14.4. All one-stop center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

15.0. CONFIDENTIALITY

- 15.1. All Parties expressly agree to abide by all applicable Federal, State, and local laws and regulations regarding confidential information, including PII from educational records, such as but not limited to 20 CFR Part 603, 45 CFR Section 205.50, 20 USC 1232g and 34 CFR part 99, and 34 CFR 361.38, as well as any applicable State and local laws and regulations. In addition, in carrying out their respective responsibilities, each Party shall respect and abide by the confidentiality policies and legal requirements of all of the other Parties.
- 15.2. Each Party will ensure that the collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law.
- 15.3. Each Party will ensure that access to software systems and files under its control that contain PII or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each Party expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals.
- 15.4. To the extent that confidential, private, or otherwise protected information needs to be shared amongst the Parties for the Parties' performance of their obligations under this MOU, and to the extent that such sharing is permitted by applicable law, the appropriate data sharing agreements will be created and required confidentiality and ethical certifications will be signed by authorized individuals. With respect to confidential unemployment insurance information, any such data sharing must

comply with all of the requirements in 20 CFR Part 603, including but not limited to requirements for an agreement consistent with 20 CFR 603.10, payments of costs, and permissible disclosures.

- 15.5. With respect to the use and disclosure of FERPA-protected customer education records and the PII contained therein, any such data sharing agreement must comply with all of the requirements set forth in 20 U.S.C. § 1232g and 34 CFR Part 99.
- 15.6. With respect to the use and disclosure of personal information contained in VR records, any such data sharing agreement must comply with all of the requirements set forth in 34 CFR 361.38.

16.0. REFERRALS

- 16.1. The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. In order to facilitate such a system, Partners agree to:
 - 16.2. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the Local WDA One Stop Center network,
 - 16.3. Develop materials summarizing their program requirements and making them available for Partners and customers,
 - 16.4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
 - 16.5. Provide substantive referrals – in accordance with the Local WDA Referral Policy to customers who are eligible for supplemental and complementary services and benefits under partner programs,
 - 16.6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
 - 16.7. Commit to robust and ongoing communication required for an effective referral process, and
 - 16.8. Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.

17.0. ACCESSIBILITY

- 17.1. Accessibility to the services provided by the One Stop Centers and all Partner agencies is essential to meeting the requirements and goals of the Once Stop Center. Job seekers and businesses must be able to access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law.
 - 17.1.1. One-stop centers will maintain a culture of inclusiveness and the physical characteristics of the facility, both indoor and outdoor, will meet the latest standards of accessible design. Services will be available in a convenient, high traffic, and accessible location, taking into account reasonable distance from public transportation and adequate parking (including parking clearly marked for individuals with disabilities). Indoor space will be designed in

an “equal and meaningful” manner providing access for individuals with disabilities.

- 17.1.2. The Local WDB will work with the Arizona State Workforce Development Board (State WDB) to ensure that job seekers and businesses have access to the same information online as they do in a physical facility. Information must be clearly marked and compliant with Section 508 of the U.S. Department of Health and Human Services code. Partners will comply with the Plain Writing Act of 2010; the law that requires that federal agencies use "clear Government communication that the public can understand and use" and all information kept virtually will be updated regularly to ensure dissemination of correct information.
- 17.1.3. Partners will either have their own web presence via a website and/or the use of social media or work out a separate agreement with the Local WDB to post content through its website.
- 17.1.4. Communications access, for purposes of this MOU, means that individuals with sensory disabilities can communicate (and be communicated with) on an equal footing with those who do not have such disabilities. All Partners agree that they will provide accommodations for individuals who have communication challenges, including but not limited to individuals who are deaf and hard of hearing, individuals with vision impairments, and individuals with speech-language impairments.
- 17.1.5. All Partners agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran’s status, or on the basis of any other classification protected under state or federal law. Partners must assure that they have policies and procedures in place to address these issues, and policies and procedures have been disseminated to their employees and otherwise posted as required by law. Partners further assure that they are currently in compliance with all applicable state and federal laws and regulations regarding these issues. All Partners will cooperate with compliance monitoring that is conducted at the Local level to ensure that all One Stop Center programs, services, technology, and materials are physically and programmatically accessible and available to all. Additionally, staff members will be trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level. An interpreter will be provided in real time or, if not available, within a reasonable timeframe to any customer with a language barrier. Assistive devices, such as screen-reading software programs (e.g., JAWS and DRAGON) and assistive listening devices must be available to ensure physical and programmatic accessibility within the One Stop Center network.

18.0. OUTREACH

The Local WDB and its Partners will develop and implement a strategic outreach plan that will include, at a minimum:

- 18.1. Specific steps to be taken by each partner,

- 18.2. An outreach plan to the region's human resources professionals,
- 18.3. An outreach and recruitment plan to the region's job seekers, including targeted efforts for populations most at-risk or most in need,
- 18.4. An outreach and recruitment plan for out-of-school youth,
- 18.5. Sector strategies and career pathways,
- 18.6. Connections to registered apprenticeship,
- 18.7. A plan for messaging to internal audiences,
- 18.8. An outreach tool kit for Partners,
- 18.9. Regular use of social media,
- 18.10. Clear objectives and expected outcomes, and
- 18.11. Leveraging of any statewide outreach materials relevant to the region.

19.0. DISSOLUTION RESOLUTION

- 19.1. It is expected that Partners will participate in decision-making by consensus. Partners will first meet to seek resolution if consensus cannot be reached. If the matter cannot be resolved, the parties to the issue shall summarize the issue in writing and submit it to the MCWDB Executive Committee for mediation. All impacted MCWDB Executive Committee members must recuse themselves if they are a party to the conflict. If recusals result in lack of quorum for the MCWDB Executive Committee, the remaining members of the MCWDB Executive Committee will select a standing MCWDB member to meet quorum and fulfill the role for purposes of mediation. All decisions will be made within a period of 10 business days and provided to the conflicted parties in writing. Where resolution cannot be reached, the MCWDB will seek technical assistance from the AZ Department of Economic Security.

20.0. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

- 20.1. All Parties to this MOU certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability.
- 20.2. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C. 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights of 1964, as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

21.0. INDEMNIFICATION

All Parties to this MOU recognize the Partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this MOU shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the Local WDB has no responsibility and/or liability for any actions of the one-stop center employees, agents, and/or assignees. Likewise, the other Parties have no responsibility and/or liability for any actions of the Local WDB or the one-stop operator.

22.0. INSURANCE

22.1. The Parties shall procure and maintain the insurance requirements herein until all of their obligations have been discharged and any warranty periods under this MOU are satisfied, including insurance for claims for bodily injury to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Party, its agents, representatives, employees.

22.2. The insurance requirements herein are minimum requirements for this MOU and in no way limit the indemnity covenants contained in this MOU. The County and State of Arizona in no way warrant that the minimum limits contained herein are sufficient to protect the MOU or from liabilities that might arise out of the performance of the work under this MOU by the Party, his agents, representatives, employees or subcontractors, and the Party and any subcontractors are free to purchase additional insurance.

22.3. **MINIMUM SCOPE AND LIMITS OF INSURANCE:** The Party shall provide coverage with limits of liability not less than those stated below.

22.3.1. Commercial General Liability – Occurrence Form

Policy shall include bodily injury, property damage, personal and advertising injury liability and broad form contractual liability.

General Aggregate	\$2,000,000
Blanket Contractual Liability – Written	\$1,000,000
Fire Legal Liability	\$ 50,000
Each Occurrence	\$1,000,000
Sexual Abuse/Molestation	\$1,000,000

The policy shall be endorsed to include coverage for sexual abuse and molestation.

22.3.2. The policy shall be endorsed to include the following as additional insured:
“Maricopa County and the State of Arizona, their departments, agencies, boards, commissions, and their officers, officials, agents, and employees

Each Accident	\$500,000
Disease – Each Employee	\$500,000
Disease – Policy Limit	\$1,000,000

Policy shall contain a waiver of subrogation against Maricopa County and the State of Arizona, their departments, agencies, boards, commissions, and their officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Party.

22.3.7. Professional Liability (Errors and Omissions Liability)

Each Claim	\$1,000,000
Annual Aggregate	\$2,000,000
Sexual Abuse/Molestation	\$1,000,000

22.3.8. In the event that the professional liability insurance required by this MOU is written on a claims-made basis, the Party warrants that any retroactive date under the policy shall precede the effective date of this MOU; and that either continuous coverage will be maintained, or an extended discovery period will be exercised for a period of two (2) years beginning at the time work under this MOU is completed.

22.3.9. The policy shall cover wrongful acts, errors and omissions committed by the Party or its employees while performing professional services under this MOU.

22.4. ADDITIONAL INSURANCE REQUIREMENTS: The policies, except Worker’s Compensation and Professional Liability insurance, are to contain, or be endorsed to contain, the following provisions:

22.4.1. Maricopa County, the State of Arizona, and their respective departments, agencies, boards, commissions, and their respective officers, officials, agents, and employees and the Party if subcontractor(s) is/are used shall be additional insureds to the full limits of liability purchased by the Party or any subcontractor(s), even if those limits of liability are in excess of those required by the MOU.

22.4.2. The Party’s and its subcontractors’ insurance coverage shall be primary insurance with respect to all other available sources.

22.4.3. The Party’s and its subcontractors’ insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer’s liability. Coverage provided by the subcontractors shall not limit their liability assumed under the indemnification provisions of their contracts with the Party.

22.5. NOTICE OF CANCELLATION: With the exception of (10) days prior written notice of cancellation for non-payment of premium, the insurance policies required above, except for the professional liability policy, shall contain a provision that (30)

days prior written notice of cancellation or non-renewal shall be sent by insurers to Maricopa County. Such notice shall be sent directly to the certificate holder on file.

- 22.6. **ACCEPTABILITY OF INSURERS:** Insurance is to be placed with duly licensed or approved non-admitted insurers in the State of Arizona with an “A.M. Best” rating of not less than A VII. The County in no way warrants that the above-required minimum insurer rating is sufficient to protect the Party from potential insurer insolvency.
- 22.6.1. If the social services program utilizes the Social Service Contractors Indemnity Pool (SSCIP) or other approved insurance pool for insurance coverage, SSCIP or the other approved insurance pool is exempt from the A.M. Best’s rating requirement listed in this MOU. If the Party or its Subcontractor chooses to use SSCIP or another approved insurance pool as its insurance provider, the MOU or Party’s Subcontract would be considered in full compliance with insurance requirements relating to the A.M. Best rating requirements.
- 22.6.2. Party or subcontractors submitting Certificates of Insurance identifying SSCIP, AMRRP, or another approved insurance pool will be considered as meeting the insurance requirements including those related to sexual abuse and molestation.
- 22.7. **VERIFICATION OF COVERAGE:** Party shall furnish the County with certificates of insurance (ACORD form or equivalent approved by the County) as required by this MOU. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf.
- 22.7.1. All certificates and required endorsements are to be received and approved by Maricopa County before work commences. Each insurance policy required by this MOU must be in effect at or prior to commencement of work under this MOU and remain in effect for the duration of the MOU’s term. Failure to maintain the insurance policies as required by this MOU, or to provide evidence of renewal, is a material breach of contract.
- 22.7.2. All certificates required by this MOU shall be sent directly to Office of Procurement Services and MCWDB (Attn: Executive Director), 234 N. Central Avenue, Ste. 3000, Phoenix, AZ 85004. The County’s Contract number is to be noted on the certificate of insurance. The County reserves the right to require complete, copies of any affected insurance policies required by this MOU in the event of a claim occurring.
- 22.8. **APPROVAL:** Any modification or variation of these Insurance Requirements under this MOU must have prior approval from the Office of Procurement Services, whose decision shall be final.
- 22.9. **EXCEPTIONS:** The Insurance Requirements do not apply to Parties which are public entities. A public entity for the purposes of this MOU means the State or a political subdivision of the State which is self-insured via a risk pool. Public entities shall provide a certificate of self-insurance at the request of the County.

23.0. BACKGROUND CHECKS FOR EMPLOYMENT THROUGH CENTRAL REGISTRY:

- 23.1. The provisions of A.R.S. § 8-804 (as may be amended) are hereby incorporated in its entirety as provisions of this MOU.
- 23.2. The Party shall conduct Central Registry Background Checks on all employees. The information contained in the Central Registry will be used as a factor to determine qualifications for positions that provide direct service to juveniles, children or vulnerable adults as follows:
- 23.3. Any person, their employees or volunteers who apply for a MOU with MCHSD; or
 - 23.3.1. All employees of the Party; or
 - 23.3.2. A subcontractor of the Party and the subcontractor's employees; and
 - 23.3.3. Prospective employees of the Party or its subcontractor at the request of the prospective employer.
 - 23.3.4. Volunteers who provide direct services to children or vulnerable adults shall have a Central Registry Background Check which is to be used as a factor to determine qualifications for volunteer positions.
 - 23.3.5. A person who is disqualified because of a Central Registry Background Check may apply to the Board of Fingerprinting for a Central Registry exception pursuant to A.R.S. § 41-619.57. A person who is granted a Central Registry exception pursuant to A.R.S. § 41-619.57 is not entitled to a contract, employment, licensure, certification or other benefit because the person has been granted a Central Registry exception.
 - 23.3.6. Before being employed or volunteering in a position that provides direct services to children or vulnerable adults under this MOU, persons shall certify on forms provided by ADES whether an allegation of abuse or neglect was made against them and was substantiated. The completed forms are to be maintained as confidential.
 - 23.3.7. A person awaiting receipt of the Central Registry Background Check may not provide direct services to clients.
 - 23.3.8. If the Central Registry Background Check specifies any disqualifying act and the person does not have a Central Registry exception, the person shall be prohibited from providing direct services under this MOU.
 - 23.3.9. The Party shall maintain the Central Registry Background Check results and any related forms or documents in a confidential file for five (5) years after termination of the MOU.
 - 23.3.10. Upon request the Party shall make available and provide valid Background Check information to the County.

24.0. FINGERPRINTING

- 24.1. The Party shall comply with the Provisions of A.R.S. § 46-141 as may be amended.

- 24.2. The Party shall comply with, and shall ensure that all Party's employees, independent contractor, subcontractors, volunteers and other agents comply with, all applicable (current and future) legal requirements relating to fingerprinting, fingerprinting clearance cards, certification regarding pending or past criminal matters, and criminal records checks that relate to MOU performance.
- 24.3. Applicable legal requirements relating to fingerprinting, certification, and criminal background checks may include, but not limited, to the following: A.R.S. §§ 36-594.01, 36-3008, 41-1964, and 46-141. All applicable legal requirements relating to fingerprinting, fingerprint clearance cards, certification regarding pending or past criminal matters, and criminal records checks are hereby incorporated in their entirety as provisions of this MOU. The Party is responsible for knowing which legal requirements relating to fingerprinting, fingerprint clearance cards, certifications regarding pending or past criminal matters, and criminal records checks relate to MOU performance.
- 24.4. To the extent A.R.S. §§ 46-141 is applicable to MOU performance or the services provided under this MOU, the following provisions apply:
- 24.4.1. Personnel who are employed by the Party, whether paid or not, and who are required or allowed to provide services directly to juveniles or vulnerable adults shall have a valid fingerprint clearance card or shall apply for a fingerprint clearance card within (7) seven working days of employment.
- 24.4.2. Except as provided in A.R.S. § 46-141, this MOU may be cancelled or terminated immediately if a person employed by the Party and who has contact with juveniles certifies pursuant to the provisions of A.R.S § 46-141 (as may be amended) that the person is awaiting trial or has been convicted of any of the offenses listed therein in the State, or of acts committed in another state that would be offenses in this State, or if the person does not possess or is denied issuance of a valid fingerprint clearance card.
- 24.4.3. Upon request the Party shall make available valid Fingerprinting information to the County.

25.0. VERIFICATION REGARDING COMPLIANCE WITH ARIZONA REVISED STATUTES §41-4401 AND FEDERAL IMMIGRATION LAWS AND REGULATIONS

- 25.1. By entering into the MOU, the Parties warrants compliance with the Immigration and Nationality Act (INA using e-verify) and all other federal immigration laws and regulations related to the immigration status of its employees and A.R.S. §23-214(A). Each Party shall obtain statements from its subcontractors certifying compliance and shall furnish the statements to the Procurement Officer upon request. These warranties shall remain in effect through the term of the MOU. Each Party and its subcontractors shall also maintain Employment Eligibility Verification forms (I-9) as required by the

Immigration Reform and Control Act of 1986, as amended from time to time, for all employees performing work under the MOU and verify employee compliance using the E-verify system and shall keep a record of the verification for the duration of the employee's employment or at least three years, whichever is longer. I-9 forms are available for download at USCIS.GOV.

25.1.1. The County retains the legal right to inspect the other Party and subcontractor employee documents performing work under this MOU to verify compliance with paragraph 25.1.1 of this Section. The other Party and subcontractor shall be given reasonable notice of the County's intent to inspect and shall make the documents available at the time and date specified. Should the County suspect or find that the other Party or any of its subcontractors are not in compliance, the County will consider this a material breach of the MOU and may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the MOU for default, and suspension and/or debarment of the other Party. All costs necessary to verify compliance are the responsibility of the Party.

26.0. SEVERABILITY

If any part of this MOU is found to be null and void or is otherwise stricken, the rest of this MOU shall remain in force.

27.0. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this MOU certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C. 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

28.0. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

29.0. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29 C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

30.0. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec. 4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient individuals, and English language learners, including leveraging Local Veterans Employment Representatives (LVER) to advocate for employers hiring veterans.

31.0. BUY AMERICAN PROVISION

Each Party that receives funds made available under title I or II of WIOA or under the Wagner-Peyser Act (29 U.S.C. Section 49, et. seq.) certifies that it will comply with Sections 8301 through 8303 of title 41 of the United States Code (commonly known as the “Buy American Act.”) and as referenced in WIOA Section 502 and 20 CFR 683.200(f).

32.0. SALARY COMPENSATION AND BONUS LIMITATIONS

Each Party certifies that, when operating grants funded by the U.S. Department of Labor, it complies with TEGL 05-06, Implementing the Salary and Bonus Limitations in Public Law 109-234, TEGL 17-15, Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker and Youth Activities Program Allotments for Program Year (PY) 2016; Final PY 2016 Allotments for the Wagner-Peyser Act Employment Service (ES) Program Allotments; and Workforce Information Grants to States Allotments for PY 2016, Public Laws 114-113 (Division H, title I, Section 105) and 114-223, and WIOA section 194(15)(A), restricting the use of federal grant funds for compensation and bonuses of an individual, whether charged to either direct or indirect, at a rate in excess of the Federal Office of Personnel Management Executive Level II.

33.0. NON-ASSIGNMENT

Except as otherwise indicated herein, no Party may, during the term of this MOU or any renewals or extensions of this MOU, assign or subcontract all or any part of the MOU without prior written consent of all other Parties.

34.0. GOVERNING LAW

This MOU will be construed, interpreted, and enforced according to the laws of the State of Arizona. All Parties shall comply with all applicable Federal and State laws and regulations, and Local laws to the extent that they are not in conflict with State or Federal requirements.

35.0. ENTIRE MOU, MODIFICATION, ASSIGNMENT AND COUNTERPARTS.

This MOU constitutes the entire understanding between the Parties and supersedes all prior written or oral proposals or MOUs pertaining to the subject matter herein. No modification of this MOU will be effective unless made in writing and executed by duly authorized representatives of each Party. This MOU may be executed in multiple counterparts, each

of which shall be deemed as original, but all of which, when taken together, shall constitute one and the same instrument.

36.0. NOTICES

All notices to a Party (each a “Notice”) will be in writing, will refer specifically to this MOU and will be hand delivered or sent by express courier service, costs prepaid to the respective address specified below (or to such other address as may be specified by Notice to the other Party):

If to the Local WDB to: Executive Director
 Maricopa County Workforce Development Board
 At the Address listed in IFA Attachment A

If to the Board to: Maricopa County Board of Supervisors
 At the Address listed in IFA Attachment A

If to a Partner to: The name and address listed on the Attachment A.

Such Notice will be deemed to be duly provided when received if sent by courier service or when delivered if transmitted by hand delivery.

37.0. SURVIVAL.

The provisions of this MOU, which by their very nature would continue beyond termination, or expiration of this MOU, will continue as valid and enforceable rights and obligations of the Parties and survive termination or expiration of this MOU.

(Remainder of page intentionally left blank, signatures to follow on the next page)

By signing below, I certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature also certifies my understating of the terms outlined herein and agreement with this MOU and I certify that I have the legal authority to bind my agency (outlined below) to the terms of this MOU.

CEO: Maricopa County Board of Supervisors

Printed Name

Title

**Clint Hickman, Chief Lead Elected Official
Maricopa County Board of Supervisors**

Date

Attested to:

Approved as to Form:



6.07.2023

Juanita Garza

Date

Deputy County Attorney

Date

By signing below, I certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature also certifies my understating of the terms outlined herein and agreement with this MOU and I certify that I have the legal authority to bind my agency (outlined below) to the terms of this MOU.

Maricopa County Workforce Development Board

Printed Name

Title

**Chair of Maricopa County Workforce
Development Board Signature**

Date

Agency Name

Agency Contact Information


By signing below, I certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature also certifies my understating of the terms outlined herein and agreement with this MOU and I certify that I have the legal authority to bind my agency (outlined below) to the terms of this MOU.

Partner Name: Title 1b Service Provider, MCHSD Workforce Development Division

Jacqueline Edwards
Printed Name

Director, Maricopa County Human Services Department
Title

 _____
Signature **Date** 5/25/23

Agency Name

Maricopa County Human Services Department, Workforce Development Division

Agency Contact Information

234 N Central Ave Phoenix, AZ 85004

By signing below, I certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature also certifies my understating of the terms outlined herein and agreement with this MOU and I certify that I have the legal authority to bind my agency (outlined below) to the terms of this MOU.

Partner Name: National Farmworker Jobs Program (NFJP)

MARI Hogan - Chief Administrative Officer

Printed Name

Title

Signature

Date

Portable Practical Educational Preparation, Inc

Agency Name

Mhogan@ppep.org or 520-770-2500

Agency Contact Information

By signing below, I certify that I have read the above information of the July 1, 2023 – June 30, 2026, memorandum of understanding (MOU). All of my questions have been discussed and answered satisfactorily.

My signature also certifies my understating of the terms outlined herein and agreement with this MOU and I certify that I have the legal authority to bind my agency (outlined below) to the terms of this MOU.

Partner Name: Title II

Beverly Wilson
Printed Name

Beverly Wilson

Signature

**Deputy Associate Superintendent, Adult
Education Services**
Title

06/02/2023

Date

Arizona Department of Education
Agency Name

Beverly.Wilson@azed.gov
Agency Contact Information

Steven Paulson
Printed Name

Steven Paulson

Signature

Chief Procurement Officer
Title

06/02/2023

Date

Arizona Department of Education
Agency Name

Steven.Paulson@azed.gov
Agency Contact Information

1. By signing below, I certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

2. My signature also certifies my understanding of the terms outlined herein and agreement with this MOU and I certify that I have the legal authority to bind my agency (outlined below) to the terms of this MOU.

Partner Name: TITLE III – EMPLOYMENT SERVICES & JVSG - DVOP

Chevera Trillo, Administrator

Printed Name

Title

Chevera Trillo, 05.05.2023

Signature

Date

DES/DERS/WDA

Agency Name

CTRILLO@AZDES.GOV

Agency Contact Information

1. By signing below, I certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

2. My signature also certifies my understanding of the terms outlined herein and agreement with this MOU and I certify that I have the legal authority to bind my agency (outlined below) to the terms of this MOU.

Partner Name: TITLE III – BUSINESS SERVICES & JVSG - LVER

Kelly Hart, Administrator

Printed Name

Title

Kelly Hart

05.25.2023

Signature

Date

DES/DERS/EEA

Agency Name

KELLYHART@AZDES.GOV

Agency Contact Information

1. By signing below, I certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

2. My signature also certifies my understanding of the terms outlined herein and agreement with this MOU and I certify that I have the legal authority to bind my agency (outlined below) to the terms of this MOU.

Partner Name:

Sandra Canez

UIA Administrator

Printed Name

Title

Sandra Canez

05/26/2023

Signature

Date

Department of Economic Security / DERS

Agency Name

(480) 868-7136

Agency Contact Information

1. By signing below, I certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

2. My signature also certifies my understanding of the terms outlined herein and agreement with this MOU and I certify that I have the legal authority to bind my agency (outlined below) to the terms of this MOU.

Partner Name: Title IV - Vocational Rehabilitation

Kristen Mackey

Printed Name

Administrator

Title

Kristen Mackey

Signature

05/05/2023

Date

Department of Economic Security

Agency Name

480-665-6736 kmackey@azdes.gov

Agency Contact Information

ARIZONA@WORK Infrastructure Funding Agreement Templates and Instructions

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Introduction, Background, and IFA Requirements

References:

- *WIOA (Public Law 113-128) Section 121*
- *Title 2 Code of Federal Regulations (CFR) Part 200: “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards” (Uniform Guidance)*
- *WIOA Joint Final Rules:
Subpart B—One-Stop Partners and the Responsibilities of Partners
Subpart C—Memorandum of Understanding for the One-Stop Delivery System
Subpart E—One-Stop Operating Costs*
- *Training and Employment Guidance Letter WIOA No. 17-16*
- *Workforce Arizona Council: Job Center Service Delivery System (03-2016)*
- *Workforce Arizona Council: Job Center MOU and Infrastructure Cost (05-2016)*
- *ARIZONA@WORK: WIOA Joint Operational Guidance 2016-1 “Framework for One-Stop System Memorandum of Understanding”*
- *ARIZONA@WORK Joint Operational Informational Broadcast PB 17-004 (Memorandum of Understanding and Infrastructure Funding Agreement)*

Background:

Arizona WIOA Joint Operational Guidance 2016-1 (“Framework for One-Stop System Memorandum of Understanding”) required Local Workforce Development Boards to develop and submit the Memorandum of Understanding by December 2, 2016. The required components included: Vision and Goals; System Design; System Access; Sharing System Services and Customers; and, Sharing One-Stop System Services and Operating Costs.

The requirements for the “Sharing of One-Stop System Services and Operating Costs” component included the following: “Final plan for how the local boards and partners will fund the infrastructure costs of the one-stop centers. If a final plan regarding infrastructure costs is not complete when other sections of the MOU are ready, an interim infrastructure funding agreement may be included instead.”

Since that time, Training and Employment Guidance Letter WIOA No. 17-16 was issued with more details on the sharing of one-stop system costs (i.e., the Infrastructure Funding Agreement) and has extended the deadline for the completion (with signatures) of the IFA for PY 2017-18 by not later than January 1, 2018.

The attached templates and instructions reflect these new IFA requirements. The IFA is a mandatory component of the MOU and not a separate agreement. The IFA may be incorporated within the MOU or attached as an addendum.

Required State Guidelines for Infrastructure Funding Agreements:

WIOA Joint Final Rule 20 CFR 678.705 requires that the state of Arizona develop and issue guidance for use Local Workforce Development Areas (LWDAs) to develop the required IFA. This template (and the instructions) is to fulfill this requirement.

Regulatory Requirements for Cost-Sharing:

1. Infrastructure Costs:

WIOA Joint Final Rule 20 CFR 678.420: “What are the roles and responsibilities of the required one-stop partners?”

Each required partner must:

(b) Use a portion of funds made available to the partner’s program, to the extent consistent with the Federal law

authorizing the partner's program and with Federal cost principles in 2 CFR parts 200 and 2900 (requiring, among other things, that costs are allowable, reasonable, necessary, and allocable), to:

- (1) Provide applicable career services; and
- (2) Work collaboratively with the State and Local WDBs to establish and maintain the one-stop delivery system. **This includes jointly funding the one-stop infrastructure through partner contributions that are based upon:**
 - (i) A reasonable cost allocation methodology by which infrastructure costs are charged to each partner based on proportionate use and relative benefit received;
 - (ii) Federal cost principles; and
 - (iii) Any local administrative cost requirements in the Federal law authorizing the partner's program."

2. Additional Costs:

- a. Must Include Applicable Career Services
- b. May Include Shared Operating Costs and Shared Services

WIOA Joint Final Rule 20 CFR 678.760: "How do one-stop partners jointly fund other shared costs under the Memorandum of Understanding?"

- (a) In addition to jointly funding infrastructure costs, one-stop partners listed in 20 CFR 678.400 through 678.410 **must use a portion of funds** made available under their programs' authorizing Federal law (or fairly evaluated in-kind contributions) to pay the **additional costs relating to the operation of the one-stop delivery system**. These other costs **must include applicable career services** and **may include other costs**, including shared services.
- (b) For the purposes of paragraph (a) of this section, **shared services' costs may include** the costs of shared services that are authorized for and may be **commonly provided through the one-stop partner programs to any individual**, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other one-stop partners, and **business services**. Shared operating costs **may also include shared costs of the Local WDB's functions."**

Required Infrastructure Funding Agreement Elements (WIOA Joint Final Rule 20 CFR 678.755; TEGL 17-16):

“IFAs must include the following elements:

- a) The period of time in which the IFA is effective (which may be a different time period than the duration of the MOU);
- b) Identification of the infrastructure costs budget, which is a component of the one-stop operating budget;
- c) Identification of all one-stop partners, Chief Executive Official(s), and the Local Workforce Development Board (LWDB) participating in the IFA;
- d) A description of the periodic modification and review process to ensure equitable benefit among one-stop partners;
- e) Steps the LWDB, CEO(s), and the one-stop partners used to reach consensus, or the assurance that the LWDA followed the State Funding Mechanism process; and
- f) The process one-stop partners will use to resolve issues related to infrastructure funding during the MOU duration period when consensus cannot be reached;
- g) Signatures of the individual with authority to bind the signatories to the IFA, including all one-stop partners, CEO(s) and Local WDB participating in the IFA.

Content of the ARIZONA@WORK Infrastructure Funding Agreement:

Each LWDA will submit an IFA agreed and signed by the Local Workforce Development Board (LWDB), the Chief Elected Official(s), and all required ARIZONA@WORK Job Center partners. It is to include the following:

1. Infrastructure Funding Agreement: Process and Development (Required)

Attachment A: ARIZONA@WORK Job Center partners, Chief Executive Official(s), and the LWDB participating in the IFA

2. ARIZONA@WORK Operating Budget: Infrastructure Costs (Required)

Attachment B1: ARIZONA@WORK Job Center and Affiliate Site Locations

Attachment B2: ARIZONA@WORK Job Center Partners Co-located in Each ARIZONA@WORK Job Center and Affiliate Location Site

Attachment B3: Annual Infrastructure Budget for Each ARIZONA@WORK Job Center and Affiliate Site

Attachment B4: Percentage of Total FTEs by Co-located ARIZONA@WORK Job Center Partners in Each Center

Attachment B5: Initial Proportionate Share of Infrastructure Costs Allocated to Each Co-located ARIZONA@WORK Job Center Partner

Attachment C: Signatures of Co-located ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure Costs

Attachment D: Signatures of Non Co-located ARIZONA@WORK Job Center Partners Agreeing to Negotiate the Sharing of Infrastructure Costs When Sufficient Data Are Available to Determine Relative Benefit and Proportionate Share

3. ARIZONA@WORK Operating Budget: Additional Costs---Applicable Career Services (Required)

Attachment E1: Career Services Applicable to Each ARIZONA@WORK Job Center Partner

Attachment E2: Consolidated System Budget for the Delivery of Applicable Career Services

4. ARIZONA@WORK Operating Budget: Additional Costs---Shared Operating Costs and Shared Services (Optional)

Attachment F1: Optional ARIZONA@WORK Job Center Partner Agreement to Share Other System Costs and Services

Attachment F2: Signature of ARIZONA@WORK Job Center Partners Agreeing to Share Identified Operating Costs/Shared Services

Due Dates for the ARIZONA@WORK Infrastructure Funding Agreement

- 7/1/17: Final Signed Memorandum of Understanding in Place
- 8/1/17: LWDBs Complete First Draft of IFA (Notify DES, If First Draft Not Completed and Request Technical Assistance)
- 8/15/17: LWDBs Submit IFA Progress Report to DES
- 8/31/17: Recommended Date for the LWDBs to Initiate Signature Process with CEO(s) and Required ARIZONA@WORK Job Center Partners
- 9/30/17: LWDBs Submit Negotiated and Partner-Agreed Upon IFA
- 10/1/17: DES and ADE Reviews LWDB IFA Submission and Assesses Whether the State Funding Mechanism Will Be Needed to Meet the 1/1/18 IFA Completion Date
- 1/1/18: Final Signed IFA in All LWDAs

1. Infrastructure Funding Agreement Component: Process and Development (Required)

Requirements and Instructions for the Process and Development Template

1. The period of time this agreement is effective:

The effective dates must begin on July 1, 2017 and be effective through not later than June 30, 2020

2. Identification of all ARIZONA@WORK Job Center partners, Chief Executive Official(s), and the Local Workforce Development Board (LWDB) participating in the IFA:

Complete Attachment A using the instructions that follow

3. Steps the LWDB, Chief Elected Official (CEO), and ARIZONA@WORK Job Center partners took to reach consensus and/or an assurance that the Local Area followed guidance for the state infrastructure funding mechanism:

Summarize: Meetings held and consensus methods that led to the IFA Agreement. Do not address “followed the state funding mechanism”, unless notified and required

4. The process ARIZONA@WORK Job Center partners will use to resolve issues related to infrastructure funding during the MOU duration period when consensus cannot be reached:

Describe method to resolve any infrastructure issues to by the LWDB and ARIZONA@WORK Job Center partners

5. A description of the periodic modification and review process to ensure equitable benefit among ARIZONA@WORK Job Center partners

Identify the “who, when, and how” you will comply with USDOL TEGL 17-16: “All partner contributions, regardless of the source, must be reconciled and adjusted accordingly on a regular basis (i.e., monthly or quarterly) to ensure each partner program is contributing no more than its proportionate share based upon relative benefits received in accordance with the Uniform Guidance at 2 CFR part 200”

Requirements and Instructions for Attachment A: Identification of all ARIZONA@WORK Job Center partners, Chief Elected Official(s), and the Local Workforce Development Board (LWDB) participating in the IFA

All required ARIZONA@WORK partners must be identified in Attachment A. The regulatory requirements for which partners to include in this attachment are noted below

WIOA Joint Final Rule:

§ 678.415 “What entity serves as the one-stop partner for a particular program in the local area?”

(a) The entity that carries out the program and activities listed in 20 CFR 678.400 or 20 CFR 678.410, and therefore serves as the one-stop partner, is the grant recipient, administrative entity, or organization responsible for administering the funds of the specified program in the local area. The term “entity” does not include the service providers that contract with, or are sub-recipients of, the local administrative entity. For programs that do not include local administrative entities, the responsible State agency must be the partner. Specific entities for particular programs are identified in paragraphs (b) through (e) of this section. **If a program or activity listed in 20 CFR 678.400 is not carried out in a local area, the requirements relating to a required one-stop partner are not applicable to such program or activity in that local one-stop delivery system.”**

Training and Employment Guidance Letter WIOA No. 17-16:

“As required one-stop partners, **Native American programs (described in WIOA sec. 166) are strongly encouraged to contribute to infrastructure costs, but they are not required to make such contributions under WIOA.** Any agreement regarding the contribution or non-contribution to infrastructure costs by Native American programs must be documented in the MOU (WIOA sec. 121(h)(2)(D)(iv); see also 81 FR 55911-55912 of the preamble to the Joint WIOA Final Rule). Further, these contributions must be based on the programs’ proportionate use and relative benefits received, consistent with the Uniform Guidance. The lack of agreement on infrastructure costs with Native American programs does not trigger the SFM for the local area, and the Native American programs are not subject to the SFM in the event it is triggered.

The Governor may determine that TANF will not be a required partner in the State*, or within some specific local areas in the State. In this instance, the Governor must notify the Secretary of Labor and Secretary of Health and Human Services in writing of this determination (WIOA sec. 121(b)(1)(C) and 20 CFR 678.405, 34 CFR 361.405, and 34 CFR 463.405). In States, or local areas within a State, where the Governor has determined that TANF is not required to be a partner, local TANF programs may still work in collaboration or partnership with the local one-stop centers to deliver employment and training services to the TANF population, unless inconsistent with the Governor’s direction. In these situations, TANF may be considered an additional partner for purposes of contributing to the costs of operating the one-stop system.”

** **Workforce Arizona Council, 03-2016:** “The Governor notified the Secretaries of the U.S. Departments of Labor and Health and Human Services in writing that TANF will not be a required partner in Arizona, or within some specific local areas in the State. Local TANF programs may still opt to be a one-stop partner, or to work in collaboration with the one-stop center.”*

Training and Employment Guidance Letter WIOA No. 17-16:

“Partner Programs with Multiple Grant Recipients. Partner programs and additional partners that **carry out a program in the local area** are required to share infrastructure costs and certain additional costs (20 CFR 678.700(c), 34 CFR 361.700(c), and 34 CFR 463.700(c)). **When two or more grant recipients or contractors of a required partner program carry out a program in a local area, these entities are considered one-stop partners** and must reach out to the Local WDB and carry out the roles and responsibilities of one-stop partners, including negotiating their share of infrastructure costs. For instance, there may be multiple YouthBuild and SCSEP grant recipients along with a few Job Corps contractors in a local area. In this situation, each grant or contract recipient carrying out the program in that local area must contribute towards infrastructure costs, and those contributions must be based on the proportionate use and relative benefits received by those partners from the one-stop centers.”

Process and Development Template

Infrastructure Funding Agreement:

Local Workforce Development Area: Maricopa County_____

Date Submitted: TBD_____ *(Due Not Later Than)*

1. The period of time this agreement is effective

July 1, 2023 to June 30, 2026_____

2. Identification of all ARIZONA@WORK Job Center partners, Chief Executive Official(s), and the Local Workforce Development Board (LWDB) participating in the IFA (See Attachment A)

3. Steps the LWDB, Chief Elected Official (CEO), and ARIZONA@WORK Job Center partners took to reach consensus and/or an assurance that the Local Area followed guidance for the state infrastructure funding mechanism

Maricopa County Workforce Development (MCWDB) staff will conduct a partner meeting in March-May 2023 if requested by the partners after revisions are reviewed and engage the CEO Liaison for feedback. Partners will have an opportunity to review all documents and provide any revisions/feedback prior to signing. The Infrastructure Funding Agreement (IFA) will also be reviewed and voted upon by the MCWDB and the Maricopa County Board of Supervisors (CEO) when the agreement is finalized.

4. The process ARIZONA@WORK Job Center partners will use to resolve issues related to infrastructure funding during the MOU duration period when consensus cannot be reached

It is expected that all partners will participate in the decision-making process. Partners will first meet to seek resolution if consensus cannot be reached. If the matter cannot be resolved, the parties to the issue shall summarize the issue in writing and submit it to the MCWDB Executive Committee for mediation. All impacted MCWDB Executive Committee members must recuse themselves if they are a party to the conflict. If recusals result in lack of quorum for the MCWDB Executive Committee, the remaining members of the MCWDB Executive Committee will select a standing MCWDB member to meet quorum and fulfill the role for purposes of mediation. All decisions will be made within a period of 30 business days and provided to the conflicted parties in writing. Where resolution cannot be reached, the MCWDB will seek technical assistance from the AZ Department of Economic Security.

5. A description of the periodic modification and review process to ensure equitable benefit among ARIZONA@WORK Job Center partners

The IFA will be reviewed at minimum on a semi-annual basis by all agreement partners, including MCWDB staff and the Maricopa County Fiscal Agent. The review will include the validation of budgeted costs, and a subsequent adjustment based upon actual data. If all actual costs are not reconciled prior to a new program year (July 1st), an additional reconciliation for the prior program year will occur no later than December 31st.

Any necessary amendments to the IFA will be in writing and approved by all agreement partners, voted and approved upon by the MCWDB, and finally voted and approved upon by the CEO.

IFA Attachments

- A. ARIZONA@WORK Job Center Partners, Chief Executive Official(s), and the Local Workforce Development Board (LWDB) Participating in the IFA**
- B. ARIZONA@WORK Operating Budget: Infrastructure Costs**
- C. Signatures of Co-located ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure Costs**
- D. Signatures of Non-Co-located ARIZONA@WORK Job Center Partners Agreeing to Negotiate the Sharing of Infrastructure Costs When Sufficient Data Are Available to Determine Relative Benefit and Proportionate Share**
- E. ARIZONA@WORK Operating Budget: Additional Costs (Applicable Career Services)**
- F. OPTIONAL:**

ARIZONA@WORK Operating Budget: Additional Costs (Shared Operating Costs and Shared Services) and Signature of ARIZONA@WORK Job Center Partners Agreeing to Share Identified Operating Costs/Shared Services

Attachment A:

Identification of all ARIZONA@WORK Job Center Partners, Chief Elected Official(s), and the Local Workforce Development Board (LWDB) participating in the IFA

Local Workforce Development Board:

Name, Title, Address, Telephone, Email

Maricopa County Workforce Development Board (MCWDB)
MCWDB Executive Director, Steve Clark
301 W. Jefferson St., 9th Floor Phoenix, AZ 85003
O: 602-506-0154 | C: 602-377-3844
Steve.Clark@maricopa.gov

Chief Elected Official(s):

List All Chief Elected Officials and Name, Title, Address, Telephone, Email for Each

Clint Hickman, Chairman
Supervisor, District 4
Maricopa County Board of Supervisors
301 W. Jefferson, 10th Fl.
Phoenix, AZ 85003
602-506-7642
chickman@mail.maricopa.gov

Jack Sellers
Supervisor, District 1
Maricopa County Board of Supervisors
301 W. Jefferson, 10th Fl.
Phoenix, AZ 85003
602-506-1776

sellersj@mail.maricopa.gov

Thomas Galvin
 Supervisor, District 2
 Maricopa County Board of Supervisors
 301 W. Jefferson, 10th Fl.
 Phoenix, AZ 85003
 602-506-7431
district2@maricopa.gov

Bill Gates
 Supervisor, District 3
 Maricopa County Board of Supervisors
 301 W. Jefferson, 10th Fl.
 Phoenix, AZ 85003
 602-506-7562
district3@mail.maricopa.gov

Steve Gallardo
 Supervisor, District 5
 Maricopa County Board of Supervisors
 301 W. Jefferson, 10th Fl.
 Phoenix, AZ 85003
 602-506-7092
district5@mail.maricopa.gov

Required WIOA and ARIZONA@WORK Job Center Partner	ARIZONA@WORK Job Center Partner Serves Local Area?	Point of Contact Information <i>Name, Title, Address, Telephone, Email</i>
Adult, Dislocated Worker (DW), and Youth Programs under Title I-B of WIOA	X	Jared Beard, Assistant Director Maricopa County Workforce Development Division 234 N. Central Avenue, 3rd Floor, Phoenix, AZ 85004 O: 602-502-2733 C: 623-280-7487

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		Jared.Beard@maricopa.gov
Job Corps under Title I of WIOA	X	No Response. <i>*Reached out to National Office on 4/4/2023; called Phoenix Job Corps Center on 4/4/2023 at 602-254-5921 and emailed jones.dawnyellmeliss@jobcorp.org and dykes.krista@jobcorp.org</i>
YouthBuild under Title I of WIOA	N/A	N/A
Indian and Native American Programs (INAP) under WIOA Title I	N/A	N/A
Migrant and Seasonal Farmworker Programs (MSFW) under Title I of WIOA	X	Kari Hogan, Chief Administrative Officer PPEP, Inc. 802 E. 46th Street, Tucson, AZ 85713 (State Admin. Office) 520-770-2500 khogan@ppep.org
Adult Education and Family Literacy Act programs under Title II of WIOA	X	Nicole Kelsheimer, Director of Program Operations & Compliance 1535 West Jefferson St., Bin 26 Phoenix, AZ 85007 602-364-1694 Nicole.Kelsheimer@azed.gov
Wagner-Peyser under Title III of WIOA	X	Wagner Peyser Employment Services: Chevera Trillo, Administrator Arizona Department of Economic Security 1789 West Jefferson, Mail Drop 5111 Phoenix, Arizona 85007 480-487-7806 CTrillo@azdes.gov Wagner Peyser Business Services: Kelly Hart, Administrator 1789 West Jefferson Phoenix, Arizona 85007 602-320-8766

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		KellyHart@azdes.gov
State Unemployment Insurance (UI)	X	Sandra Canez, Administrator Arizona Department of Economic Security 1789 West Jefferson, Mail Drop 5111 Phoenix, Arizona 85007 480-868-7136 sandracanez@azdes.gov
Trade Adjustment Assistance (TAA) under Title II of Trade Act	X	Chevera Trillo, Administrator Arizona Department of Economic Security 1789 West Jefferson, Mail Drop 5111 Phoenix, Arizona 85007 480-487-7806 CTrillo@azdes.gov
Jobs for Veterans State Grants (JVSG) under Title 38, U.S.C.	X	JVSG/DVOP Chevera Trillo, Administrator Arizona Department of Economic Security 1789 West Jefferson, Mail Drop 5111 Phoenix, Arizona 85007 C: 480-487-7806 CTrillo@azdes.gov JVSG/LVER Kelly Hart, Administrator 1789 West Jefferson Phoenix, Arizona 85007 602-320-8766 KellyHart@azdes.gov
Vocational Rehabilitation under Title IV of WIOA	X	Kristen Mackey, Administrator Arizona Department of Economic Security Rehabilitation Services Administration 1789 West Jefferson Phoenix, Arizona 85007 480-665-6736 kmackey@azdes.gov

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Senior Community Service Employment Programs (SCSEP) under Title V of Older Americans Act--State Grantee	X	AARP Foundation [as agent for the Division of Employment Services and Rehabilitation Services ("DERS")] Jessica Howell 4520 N. Central Avenue, Suite 575 Phoenix, Arizona 85012 jhowell@aarp.org 602-841-0403
Senior Community Service Employment Programs (SCSEP)—National Grantees under Title V of Older Americans Act	X	Easter Seals (Grantee) Teneshia R. W. Morgan, M.P.A. Manager of Programs and Compliance Senior Community Service Employment Program O: 312-551-7106 C: 708-553-2279 tmorgan@easterseals.com National Indian Council of Aging (National SCSEP Grantee) Sue Chapman, NICOA SCSEP Director One Executive Center 8500 Menaul Blvd. NE Suite B-470 Albuquerque NM 87112 505.292.2001 schapman@nicoa.org
Career and Technical Education programs at the postsecondary level (CTE) under Perkins Career and Technical Education Act	X	Colette Chapman, Associate Superintendent 1535 W Jefferson Street Phoenix, AZ 85007 602-542-4352 Colette.chapman@azed.gov
Housing and Urban Development--- Employment and Training Programs	N/A	N/A

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Community Services Block Grants (CSBG)—Employment and Training Activities	X	Jacqueline Edwards, Director Maricopa County Human Services Department 234 N. Central Avenue, 3rd Floor, Phoenix, AZ 85004 O: 602-506-4812 I C: 602-770-2517 jacqueline.edwards@maricopa.gov
Re-entry Employment Opportunities (REO) under Second Chance Act	N/A	N/A
<i>Additional ARIZONA@WORK Job Center Partners Approved by the Local WDB and CEO(s)---If Any</i>		
<i>Temporary Assistance for Needy Families (TANF) employment & training under part A of title IV of Social Security Act*</i>	N/A	N/A
Early Head Start and Head Start	X	Jacqueline Edwards, Director Maricopa County Human Services Department 234 N. Central Avenue, 3rd Floor, Phoenix, AZ 85004 O: 602-506-4812 I C: 602-770-2517 jacqueline.edwards@maricopa.gov
Cc: WIOA Program		wioaprogram@azdes.gov

** Workforce Arizona Council, 03-2016: “The Governor notified the Secretaries of the U.S. Departments of Labor and Health and Human Services in writing that TANF will not be a required partner in Arizona, or within some specific local areas in the State. Local TANF programs may still opt to be an ARIZONA@WORK Job Center partner, or to work in collaboration with the ARIZONA@WORK Job Center.”*

2. ARIZONA@WORK Operating Budget: Infrastructure Costs (Required)

Requirements and Instructions for the Infrastructure Costs Templates

Training and Employment Guidance Letter WIOA No. 17-16:

“The sharing and allocation of infrastructure costs among one-stop partners are governed by WIOA sec. 121(h), its implementing regulations, and the Federal Cost Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards at 2 CFR part 200 (Uniform Guidance). **All one-stop partner programs must contribute to the infrastructure costs and certain additional costs of the one-stop delivery system based on their proportionate use**, as required by 20 CFR 678.700 and 678.760, 34 CFR 361.700 and 361.760, and 34 CFR 463.700 and 463.760. **A partner’s contribution must be an allowable, reasonable, necessary, and allocable cost to the program, consistent with the Federal Cost Principles set forth in the Uniform Guidance.**

One-stop partners are the entities that carry out the program in a local area. The one-stop delivery system, as identified in 20 CFR 678.300, 34 CFR 361.300, and 34 CFR 463.300, must include comprehensive one-stop centers, and also may include affiliate one-stop centers or specialized one-stop centers. Required partner programs and additional partners that carry out their program in the local area are required to share infrastructure costs and certain additional costs (20 CFR 678.700(c), 678.415, and 678.420(b), 34 CFR 361.700(c), 361.415, and 361.420(b), and 34 CFR 463.700(c), 463.415, and 463.420(b)). **All one-stop partners, whether they are required partners or additional partners, must contribute to infrastructure costs of the one-stop centers based on proportionate use and relative benefits received.** The required one-stop partners must provide access to their programs in the comprehensive centers and contribute to the infrastructure costs of those centers. These partners also make available each partner program’s applicable career services at the comprehensive one-stop centers and may contribute to shared services and shared operating costs.

Only those one-stop partners that participate in the affiliate one-stop centers would be required to contribute to the infrastructure costs for those centers, including in one-stop affiliate centers where “access” to programs, services, and activities are made available through a direct linkage or physical presence. When two or more grant recipients or contractors of a required partner program are carrying out the program in a local area, both of these entities must contribute to infrastructure costs, including at an affiliate center, if those partners are participating in that affiliate center. The financial contributions of one-stop partners through a direct linkage will be different than those one-stop partners with a physical presence, regardless of the type of center.”

Interim Arizona Policy on ARIZONA@WORK Job Center Partners Sharing Infrastructure Costs:

Required ARIZONA@WORK Job Center partners must share in infrastructure costs consistent with Federal Cost Principles and contributions to infrastructure costs must be necessary, reasonable, and allocable to their program based upon relative benefits received.

ARIZONA@WORK Job Center partners who are physically co-located in the ARIZONA@WORK Job Centers (either full-time or part-time) are considered to receive a direct benefit that is allocable; therefore, they must contribute their proportionate share towards infrastructure costs.

ARIZONA@WORK Job Center Partners who are not physically co-located in the ARIZONA@WORK Job Centers may also be receiving benefit from the ARIZONA@WORK system. However, that benefit still has to be clearly allocable by way of reliable data and a cost methodology that demonstrates the ARIZONA@WORK Job Center partner’s usage of and benefit from the center and its services.

Currently, there is **not a cross-partner, statewide data tracking system that can provide accurate and reliable data for allocating the benefit received by non-co-located ARIZONA@WORK Job Center partners** from the Centers, such as the number of referrals to and from the ARIZONA@WORK Job Centers and/or usage of the ARIZONA@WORK Job Centers. In order to remain in compliance with the Uniform Guidance cost allocation requirements, **the requirement to contribute to infrastructure costs at this time only applies to those ARIZONA@WORK Job Center partners who are physically co-located in the ARIZONA@WORK Job Centers.**

Once such data systems are in place and data is available to accurately allocate relative benefit, all required ARIZONA@WORK Job Center partners (whether co-located or not) will share the infrastructure costs. **Until that time, non-co-located ARIZONA@WORK Job Center partners must agree that the IFA will be renegotiated when data is available to include their proportionate share of contributions.** *(See Attachment D)*

The Arizona WIOA State Plan includes a goal and strategy to develop the data needed to permit all ARIZONA@WORK Job Center partners to share in the infrastructure costs in the future: “Goal 4: Strengthen Data Utility and Reporting; Strategy 10: Establish Process of Data Linking Across Core Programs to Ensure Core Programs Are Able to Share Key Data Elements for Shared Clients.”

Option to Use Existing Resource Sharing Agreement to Meet Infrastructure Cost Sharing Requirements:

Arizona WIOA Joint Operational Guidance 2016-1 (“Framework for One-Stop System Memorandum of Understanding”) required the submission of the signed MOU, with existing resource sharing agreements (RSA).

LWDBs and co-located ARIZONA@WORK Job Center partners may wish to review their current RSA to determine whether these agreements meet the new WIOA infrastructure cost-sharing requirements. If the current RSA meets all WIOA requirements, the RSA may be modified or used in lieu of the completion of Attachments B3, B4, and B5. If the current RSA is used, it must be attached to the submitted IFA. If no RSA exists or the current RSA cannot be easily modified, then the attached templates are required.

In order for any current RSA to be used as the basis for infrastructure cost sharing, the RSA must meet all of the following requirements:

- The RSA is applicable to each ARIZONA@WORK Job Center and Affiliate Sites in the LWDA;
- All ARIZONA@WORK Job Center partners co-located in the ARIZONA@WORK Job Center or Affiliate Sites currently share infrastructure costs;
- The infrastructure budget includes only WIOA permissible infrastructure cost line items and only non-personnel costs are included;
- The costs allocation methodology used to share infrastructure costs is compliant with Federal Cost Principles set forth in the Uniform Guidance;
- All co-located ARIZONA@WORK Job Center partners, the LWDB, and the CEO/s have signed the RSA; and,
- The RSA must be effective at least through June 30, 2018

Attachment B1: ARIZONA@WORK Job Center and Affiliate Site Locations

Identify all ARIZONA@WORK Job Center and Affiliate Site Locations in the LWDA using these definitions:

- ARIZONA@WORK Job Center (Comprehensive One-Stop)– A Job Center location where job seekers and employers can access the programs, services, and activities of all required partners with at least one Title I-B staff person physically present (WIOA Joint Final Rule Section 678.305).
- Affiliate Site (Affiliate Job Center) – A Job Center location where job seekers and employers can access the programs, services, and activities of one or more partners. An Affiliate Site is not required to provide access to all partner programs (WIOA Joint Final Rule Section 678.310).
- Specialized Center– A Job Center location associated with either an ARIZONA@WORK Job Center or Affiliate Site that addresses the specific needs of dislocated workers, youth, or key industry sectors, or clusters (WIOA Joint Final Rule Section 678.300[d][3]).

Note: Arizona WIOA Joint Operational Guidance 2016-1 (“Framework for One-Stop System Memorandum of Understanding”) required the identification of these locations under “System Access” and the locations identified in this attachment must align with those identified in the MOU.

Attachment B2: ARIZONA@WORK Job Center Partners Co-located in Each ARIZONA@WORK Job Center and Affiliate Site Location

Identify all required ARIZONA@WORK Job Center partners co-located in each ARIZONA@WORK Job Center and Affiliate Site.

ARIZONA@WORK Job Center Partners are co-located if they have a physical presence in the ARIZONA@WORK Job Center and have a dedicated space to use on a permanent, part-time, or intermittent basis.

Please Note:

The Unemployment Insurance Partner: Co-location is determined by having a physical presence. Only when a staff member whose salary is paid by the UI program is physically located in the ARIZONA@WORK Job Center is this partner considered a co-located partner; a dedicated phone line to a UI call center does not establish co-location.

The Senior Community Services Employment Program (SCSEP) Partner: When there is SCSEP staff that administers the program physically located in the ARIZONA@WORK Job Center, this partner considered a co-located partner; an SCSEP participant working at the center does not establish co-location.

Attachment B3: Annual Infrastructure Budget for Each ARIZONA@WORK Job Center and Affiliate Site

Complete the non-personnel budget (with cost category/line item, line-item details, and annual cost for each line item) for each Center. (Only include “Supplies to Support the General Operation of the Job Center” and “Common Identifier Costs” that have been agreed by all partners located in that Center.)

Training and Employment Guidance Letter WIOA No. 17-16

“Infrastructure Costs. Infrastructure costs of AJCs are defined as **non-personnel costs that are necessary for the general operation of the one-stop center**, including: rental of the facilities; utilities and maintenance; equipment (including assessment-related and assistive technology for individuals with disabilities); and technology to facilitate access to the one-stop center, including technology used for the center’s planning and outreach activities (WIOA sec. 121(h)(4), 20 CFR 678.700(a), 34 CFR 361.700(a), and 34 CFR 463.700(a)). This list is not exhaustive. For example, the costs associated with the development and use of the common identifier (i.e., AJC signage) and supplies, as defined in the Uniform Guidance at 2 CFR 200.94, used to support the general operation of the one-stop center, may be considered allowable infrastructure costs. “

Non-personnel costs. Non-personnel costs are all costs that are not compensation for personal services. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the one-stop center. Such costs may include service contracts with vendors or contractors, equipment, and supplies.”

Attachment B4: Percentage of Each Co-located ARIZONA@WORK Job Center Partner’s Occupancy in Each ARIZONA@WORK Job Center

Arizona has decided that the “percentage of each co-located partner’s occupancy” in each ARIZONA@WORK Job Center will be used as the method for proportionately allocating to all co-located ARIZONA@WORK partners their share of all infrastructure costs at that Center.

Identify each co-located ARIZONA@WORK Job Center partner’s dedicated/assigned space. The dedicated/assigned partner space is the space that is used only by each co-located ARIZONA@WORK Job Center partner’s staff in the ARIZONA@WORK Job

Center. It does not include shared and common space, such as the greeting area, the resource area, meeting and workshop rooms, and restrooms.

Identify the square footage of each ARIZONA@WORK Job Center partner's dedicated/assigned space.

Calculate the percentage of each ARIZONA@WORK Job Center partner's dedicated/assigned space as a percentage of the total dedicated/assigned space used by all co-located ARIZONA@WORK Job Center partners in that Center.

Attachment B5: Initial Proportionate Share of Infrastructure Costs Allocated to Each Co-located ARIZONA@WORK Job Center Partner

The initial estimated proportionate share of infrastructure costs allocated to each ARIZONA@WORK Job Center partner is based upon the “percentage of each co-located ARIZONA@WORK Job Center partner’s occupancy” in each ARIZONA@WORK Job Center location. This initial determination must be periodically reconciled against actual costs incurred and any changes in the dedicated/assigned space of each co-located ARIZONA@WORK Job Center partner and adjusted accordingly.

Co-located ARIZONA@WORK Job Center partners may provide cash, non-cash, and third-party in-kind contributions to cover their proportionate share of infrastructure costs. If non-cash or in-kind contributions are used, they cannot include non-infrastructure costs (such as personnel)*.

*(*Note: The WIOA Joint Final Rule Preamble states, “Partners can contribute cash, noncash, or third-party in-kind contributions to the Local WDB to satisfy their share. However, infrastructure costs, unlike other shared operating costs, do not include personnel costs and therefore may not be paid for with in-kind personnel time.”)*

The **value of non-cash and third-party in-kind contributions must be consistent with 2 CFR 200.306** and reconciled on a regular basis (i.e., monthly or quarterly) to ensure they are fairly evaluated and meet the ARIZONA@WORK Job Center partners' proportionate share.

IFA Submission Requirements for the “ARIZONA@WORK Operating Budget: Infrastructure Costs”

The following attachments must be completed for each ARIZONA@WORK Job Center and Affiliate Site location:

- *Attachment B3: Annual Infrastructure Budget for Each ARIZONA@WORK Job Center and Affiliate Site*
- *Attachment B4: Percentage of Co-located ARIZONA@WORK Job Center Partner’s Occupancy in Each Center*
- *Attachment B5: Initial Proportionate Share of Infrastructure Costs Allocated to Each Co-located ARIZONA@WORK Job Center Partner*

Replicate the templates on pages 26-30 and complete for them for each location.

Attachment B1: ARIZONA@WORK Job Center and Affiliate Site Locations

LWDA: Maricopa County_____

ARIZONA@WORK Job Center Locations <i>(Name, Address, Contact Name, Phone Number)</i>	ARIZONA@WORK Affiliate Site Locations <i>(Name, Address, Contact Name, Phone Number)</i>
<p>ARIZONA@WORK Job Center Location #1:</p> <p>Maricopa – East (ARIZONA@WORK One-Stop Center) 1001 West Southern Avenue Ste. 101 Mesa, AZ 85210 Jinkee Pacifico 602-372-4248</p>	<p>Affiliate Site Location #1:</p> <p>Mesa Workforce Center (ARIZONA@WORK Specialized Center) 635 East Broadway Road 2nd Floor Mesa, Arizona 85204 Tara Thain 602-372-9728 <i>*Note that costs are paid directly by the located Partner program Title 1B</i></p>
<p>ARIZONA@WORK Job Center Location #2:</p> <p>Maricopa – West (ARIZONA@WORK One-Stop Center) 4425 West Olive Avenue Ste. 190 Glendale, AZ 85302 Andrew Lucero 602-372- 4224</p>	<p>Affiliate Site Location #2:</p> <p>Mesa Youth Hub (ARIZONA@WORK Specialized Center) 64 East 1st Street Mesa, Arizona 85201 Zach Lynch 602-372-9747 <i>*Note that costs are paid directly by the located Partner program Title 1B</i></p>
<p>ARIZONA@WORK Job Center Location #3:</p>	<p>Affiliate Site Location #3:</p> <p>Queen Creek Library (ARIZONA@WORK Specialized Center) 21802 South Ellsworth Road Queen Creek, Arizona 85142 Tara Thain 602-372-9728</p>

	<p><i>*Note that costs are paid directly by the located Partner program Title 1B</i></p>
	<p>Affiliate Site Location #4:</p> <p>Scottsdale Vista del Camino Community Center (ARIZONA@WORK Specialized Center) 7700 East Roosevelt Street Scottsdale, Arizona 85257 Tara Thain 602-372-9728 <i>*Note that costs are paid directly by the located Partner program Title 1B</i></p>
	<p>Affiliate Site Location #5:</p> <p>Surprise (ARIZONA@WORK Specialized Center) 12425 West Bell Road Building A, Ste 124 Surprise, Arizona 85378 Andrew Witzel 602-372-4228 <i>*Note that costs are paid directly by the located Partner program Title 1B</i></p>
	<p>Affiliate Site Location #6:</p> <p>Tempe Library (ARIZONA@WORK Specialized Center) 3500 South Rural Road Ste 202 Tempe, Arizona 85282 Tara Thain 602-372-9728 <i>*Note that costs are paid directly by the located Partner program Title 1B</i></p>

	<p>Affiliate Site Location #7:</p> <p>Tempe Youth Hub (ARIZONA@WORK Specialized Center) 2150 East Orange Street Tempe, Arizona 85281 Zach Lynch 602-372-9747 <i>*Note that costs are paid directly by the located Partner program Title 1B</i></p>
	<p>Affiliate Site Location #8:</p> <p>Wickenburg (ARIZONA@WORK Specialized Center) 164 East Apache Street Wickenburg, Arizona 85390 Andrew Witzel 602-372-4228 <i>*Note that costs are paid directly by the located Partner program Title 1B</i></p>

**Attachment B2: ARIZONA@WORK Job Center Partners Co-located in Each
ARIZONA@WORK Job Center Location**

Local Workforce Development Area: Maricopa County_____

(Place an “X” If the ARIZONA@WORK Job Center Partner is Co-located in the Identified ARIZONA@WORK Job Center Affiliate Site)

ARIZONA@WORK Job Ctr Partner	ARIZONA@ WORK Job Ctr #1: EVCC	ARIZONA@ WORK Job Ctr #2: WVCC	ARIZONA@ WORK Job Ctr #3	Affiliate Site #1	Affiliate Site #2	Affiliate Site #3
Adult/DW	X	X	N/A	X		X
Youth	X	X			X	
Job Corps						
Native Amer						
MSFW		X				
Adult Ed						
Wagner-Peyser	X	X				
Trade						
JVSG	X	X				
SCSEP--State						
SCSEP-National						
Career/Tech Ed						
HUD E&T						
CSBG E&T						
Second Chance						
Youth Build						
Vocational Rehab	X	X				

Attachment B2 (Cont.): ARIZONA@WORK Job Center Partners Co-located in Each ARIZONA@WORK Job Center Location

Local Workforce Development Area: Maricopa County_____

(Place an "X" If the ARIZONA@WORK Job Center Partner is Co-located in the Identified ARIZONA@WORK Job Center Affiliate Site)

ARIZONA@WORK Job Ctr Partner	Affiliate Site #4	Affiliate Site #5	Affiliate Site #6	Affiliate Site #7	Affiliate Site #8	
Adult/DW	X	X	X		X	
Youth				X		
Job Corps						
Native Amer						
MSFW						
Adult Ed						
Wagner-Peyser						
Trade						
JVSG						
SCSEP--State						
SCSEP-National						
Career/Tech Ed						
HUD E&T						
CSBG E&T						
Second Chance						
Youth Build						
Vocational Rehab						

**Attachment B3: Annual Infrastructure Budget for Each ARIZONA@WORK Job Center
and Affiliate Site**

ARIZONA@WORK Job Center: Maricopa – East 1001 West Southern Avenue Ste. 101 Mesa, AZ 85210_____
(Name/Location)
Or
Affiliate Site/Specialized Center: _____ (Name/Location)

<i>Cost Category/Line Item</i>	<i>Line-Item Cost Detail</i>	<i>Cost</i>
Rent		
Rental of Facilities	East Valley location (41,917 sq. ft.)	\$1,001,884
Subtotal: Rental Costs		\$1,001,884
Utilities and Maintenance		
Electric	N/A	
Gas	N/A	
Water	N/A	
Sewer Connections	N/A	
High-Speed Internet	N/A	
Telephones (Landlines)	N/A	
Facility Maintenance Contract	Janitorial & Pest Control Services Annual Costs	\$67,000
Security Contract	Based on average annual costs	\$55,000
Subtotal: Utilities and Maintenance Costs		\$122,000
Equipment		
Assessment-related products	N/A	

ARIZONA@WORK Infrastructure Funding Agreement Templates and Instructions – FINAL June 16, 2017

Assistive technology for individuals with disabilities (“Access and Accommodation”)	N/A	
Copiers	6 Copiers	\$30,000
Fax Machines	4 fax machines	\$1,200
Computers	108 computers	\$118,000
Other tangible equipment used to serve all center customers (not specific to an individual program partner) <i>Specify Other Tangible Equipment</i>	N/A	
Subtotal: Equipment Costs		\$149,200
Technology to Facilitate Access to the ARIZONA@WORK Job Center		
Technology used for the center’s planning and outreach activities. <i>Specify the Technology</i>	Email Software for sending email distribution lists	\$480
Cost of creation and maintenance of a center website (not specific to an individual program partner) that provides outreach to customers by providing information on ARIZONA@WORK Job Center services and/or provides direct service access to the ARIZONA@WORK Job Center <i>Website Address: _____</i>	N/A	

<i>(Does not include data systems or case management systems specific to individual program partners.)</i>		
Subtotal: Technology to Facilitate Access Costs		\$480
Supplies to Support the General Operation of the ARIZONA@WORK Job Center (Local Option, If Agreed By All Co-located ARIZONA@WORK Job Center Partners)		
Supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the ARIZONA@WORK Job Center <i>Specify Supplies to Support General Operation and Not Specific to a Co-located Partner (e.g., Printing; Postage, Office Supplies)</i>	Based on average annual costs	\$15,000
Subtotal: Supplies to Support the General Operation of the ARIZONA@WORK Job Center		\$15,000
Common Identifier Costs (Local Option, If Agreed By All Co-located ARIZONA@WORK Job Center Partners)		
Creating New Signage	N/A	
Updating Templates/Materials	N/A	
Subtotal: Common Identifier		
SUMMARY OF TOTAL INFRASTRUCTURE COSTS TO BE SHARED BY CO-LOCATED ARIZONA@WORK Job Center PARTNERS		
Cost Category	Total Cost	
Subtotal: Rental Costs	\$1,001,884	
Subtotal: Utilities and Maintenance Costs	\$122,000	
Subtotal: Equipment Costs	\$149,200	
Subtotal: Technology to Facilitate Access Costs	\$480	

Subtotal: Supplies to Support the General Operation of the Job Center	\$15,000
Subtotal: Common Identifier Costs	\$1,288,564
TOTAL INFRASTRUCTURE COSTS FOR THIS LOCATION	

Attachment B3: Annual Infrastructure Budget for Each ARIZONA@WORK Job Center and Affiliate Site

ARIZONA@WORK Job Center: Maricopa – West 4425 West Olive Avenue Ste. 190 Glendale, AZ 85302 _____
(Name/Location)

Or

Affiliate Site/Specialized Center: _____ (Name/Location)

<i>Cost Category/Line Item</i>	<i>Line-Item Cost Detail</i>	<i>Cost</i>
Rent		
Rental of Facilities	West Valley location (26,290 sq. ft.)	\$17.50/sq. ft - 7/1/2023 to 6/30/2024 \$499,510/Yr.
Subtotal: Rental Costs		\$499,510
Utilities and Maintenance		
Electric	N/A	
Gas	N/A	
Water	N/A	
Sewer Connections	N/A	
High-Speed Internet	N/A	
Telephones (Landlines)	N/A	
Facility Maintenance Contract	N/A	
Security Contract	Based on average annual costs	\$55,500
Subtotal: Utilities and Maintenance Costs		\$55,500

Equipment		
Assessment-related products	N/A	
Assistive technology for individuals with disabilities <i>("Access and Accommodation")</i>	N/A	
Copiers	5 Copiers	\$25,000
Fax Machines	4 fax machines	\$1,200
Computers	60 computers	\$66,000
Other tangible equipment used to serve all center customers (not specific to an individual program partner) <i>Specify Other Tangible Equipment</i>	N/A	
Subtotal: Equipment Costs		\$92,200
Technology to Facilitate Access to the ARIZONA@WORK Job Center		
Technology used for the center's planning and outreach activities <i>Specify the Technology</i>	Email Software for sending email distribution lists	\$480
Cost of creation and maintenance of a center website (not specific to an individual program partner) that provides outreach to customers by providing information on ARIZONA@WORK Job Center services and/or provides direct service access to the ARIZONA@WORK Job Center	N/A	

Website Address: _____ (Does not include data systems or case management systems specific to individual program partners.)		
Subtotal: Technology to Facilitate Access Costs		\$480
Supplies to Support the General Operation of the ARIZONA@WORK Job Center (Local Option, If Agreed by All Co-located ARIZONA@WORK Job Center Partners)		
Supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the ARIZONA@WORK Job Center Specify Supplies to Support General Operation and Not Specific to a Co-located Partner (e.g., Printing; Postage, Office Supplies)	Based on average annual cost	\$10,000
Subtotal: Supplies to Support the General Operation of the ARIZONA@WORK Job Center		\$10,000
Common Identifier Costs (Local Option, If Agreed by All Co-located ARIZONA@WORK Job Center Partners)		
Creating New Signage	N/A	
Updating Templates/Materials	N/A	
Subtotal: Common Identifier		
SUMMARY OF TOTAL INFRASTRUCTURE COSTS TO BE SHARED BY CO-LOCATED ARIZONA@WORK Job Center PARTNERS		
Cost Category	Total Cost	
Subtotal: Rental Costs	\$499,510	
Subtotal: Utilities and Maintenance Costs	\$55,500	

<i>Subtotal: Equipment Costs</i>	\$92,200
<i>Subtotal: Technology to Facilitate Access Costs</i>	\$480
<i>Subtotal: Supplies to Support the General Operation of the Job Center</i>	\$10,000
<i>Subtotal: Common Identifier Costs</i>	
TOTAL INFRASTRUCTURE COSTS FOR THIS LOCATION	\$657,690

**Attachment B4: Percentage of Co-located ARIZONA@WORK Job Center Partner's
Occupancy in Each Center**

**ARIZONA@WORK Job Center Location: Maricopa – East 1001 West Southern Avenue Ste. 101 Mesa, AZ
85210_____**

Total Square Footage of the ARIZONA@WORK Job Center: 41,917 Square Feet

**Total Square Footage of Dedicated/Assigned Space for All Co-located
ARIZONA@WORK Job Center Partners: 1,308 Square Feet**

<i>Co-located ARIZONA@WORK Job Center Partners</i>	<i>Square Footage of the ARIZONA@WORK Job Center Partner's Dedicated/Assigned Space</i>	<i>ARIZONA@WORK Job Center Partner's Dedicated Space as a % of All Co-located ARIZONA@WORK Job Center Partners' Space</i>
Adult/Dislocated Worker		
WIOA Title I Youth		
Wagner-Peyser		
Trade		
JVSG/DVOP	206 sq. ft.	0.49 %
MSFW		
Adult Education		
Vocational Rehabilitation	162 sq. ft.	0.39 %
Other Co-located Partner: Wagner-Peyser Employment Services	939 sq. ft.	2.24 %
Other Co-located Partner:		
Other Co-located Partner:		

Total Percentage of the Designated/Assigned Space of All Co-located ARIZONA@WORK Job Center Partners				100%
<u>Attachment B5: Initial Proportionate Share of Infrastructure Costs Allocated to Each Co-located ARIZONA@WORK Job Center Partner</u>				
ARIZONA@WORK Job Center Location: Maricopa – East 1001 West Southern Avenue Ste. 101 Mesa, AZ 85210_____				
Total Infrastructure Costs for This ARIZONA@WORK Job Center: \$_____ (See Attachment B3)				
Co-located ARIZONA@WORK Job Center Partner	ARIZONA@WORK Job Center Partner's Dedicated Space as a % of All Co-located ARIZONA@WORK Job Center Partners' Space	Proportionate Share (% of ARIZONA@WORK Job Center Partner Space X Total Infrastructure Cost = ARIZONA@WORK Job Center Partner Share)	\$ Share to Be Paid In Cash	\$ Share to Be Paid In Non-Cash
N/A				

Total Infrastructure Costs to Be Shared by ARIZONA@WORK Job Center Partners in Cash/Non-Cash (Must Equal the Total Infrastructure Costs for This ARIZONA@WORK Job Center)		
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Attachment B4: Percentage of Co-located ARIZONA@WORK Job Center Partner's Occupancy in Each Center

ARIZONA@WORK Job Center Location: Maricopa – West 4425 West Olive Avenue Ste. 190 Glendale, AZ 85302

Total Square Footage of the ARIZONA@WORK Job Center: 26,290 Square Feet

Total Square Footage of Dedicated/Assigned Space For All Co-located ARIZONA@WORK Job Center Partners: 1,407 Square Feet

<i>Co-located ARIZONA@WORK Job Center Partners</i>	<i>Square Footage of the ARIZONA@WORK Job Center Partner's Dedicated/Assigned Space</i>	<i>ARIZONA@WORK Job Center Partner's Dedicated Space as a % of All Co-located ARIZONA@WORK Job Center Partners' Space</i>
Adult/Dislocated Worker		
WIOA Title I Youth		
Wagner-Peyser		
Trade		
JVSG/DVOP	131 sq. ft.	0.5 %
MSFW	66 sq. ft.	0.5 %
Adult Education		
Vocational Rehabilitation	131 sq. ft.	0.5 %
Other Co-located Partner: Wagner-Peyser Employment Services	1,145 sq. ft.	4.36 %
Other Co-located Partner:		
Other Co-located Partner:		

Total Percentage of the Designated/Assigned Space of All Co-located ARIZONA@WORK Job Center Partners				100%
<u>Attachment B5: Initial Proportionate Share of Infrastructure Costs Allocated to Each Co-located ARIZONA@WORK Job Center Partner</u>				
ARIZONA@WORK Job Center Location: Maricopa – West 4425 West Olive Avenue Ste. 190 Glendale, AZ 85302_____				
Total Infrastructure Costs for This ARIZONA@WORK Job Center: \$_____ (See Attachment B3)				
Co-located ARIZONA@WORK Job Center Partner	ARIZONA@WORK Job Center Partner's Dedicated Space as a % of All Co-located ARIZONA@WORK Job Center Partners' Space	Proportionate Share (% of ARIZONA@WORK Job Center Partner Space X Total Infrastructure Cost = ARIZONA@WORK Job Center Partner Share)	\$ Share to Be Paid In Cash	\$ Share to Be Paid In Non-Cash
N/A				

Total Infrastructure Costs to Be Shared by ARIZONA@WORK Job Center Partners in Cash/Non-Cash (Must Equal the Total Infrastructure Costs for This ARIZONA@WORK Job Center)		
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Attachment B6: Percentage of Co-located ARIZONA@WORK Center Partner’s Occupancy in Each Center

[Refer to attached Excel Spreadsheet.](#)

Attachment B6: Percentage of Co-located ARIZONA@WORK Job Center Partner's Occupancy in Each Center									
DOUBLE CLICK THIS TABLE TO ACTIVATE A WORKING EXCEL SPREADSHEET TO CALCULATE YOUR COSTS.									
		ARIZONA@WORK Job Center Location: 1001 West Southern Avenue Ste. 101 Mesa, AZ 85210							
		Total Square Footage of the ARIZONA@WORK Job Center: 41917 Square Feet							
		Total Square Footage of Dedicated/Assigned Space for all Co-located ARIZONA@WORK Partners: 1308 Square Feet							
Co-located ARIZONA@WORK Job Center Partners	Job Center or Affiliate (J or A)	Total Center Square Footage	Square Footage of the ARIZONA@WORK Job Center Partner's Dedicated/Assigned Space	ARIZONA@WORK Job Center Partner's Space as a % of All Co-located ARIZONA@WORK Job Center Partners' Space	Total Infrastructure Costs for Center	Partner share of common area space (ex. 1000 sf) in center	Partners share of Total Infrastructure Costs		
		41917	1308	3.12%	\$1,286,564.00	\$100.00	\$69,096.00		
11	WIOA Title I-B Adult/Dislocated Worker		13457	32.10%		3930.88			
12	WIOA Title I-B Youth		2756	6.58%		805.12			
13	Wagner-Peyser								
14	TAA								
15	Veterans		206	0.49%		60			
16	MSFW								
17	Adult Education								
18	Vocational Rehabilitation		162	0.39%		47			
19	Other Co-located Partner - Wagner Peyser Employment Services		939	2.24%		274			
20	Other Co-located Partner								
21	Other Co-located Partner								
22	Other Co-located Partner								
23	Other Co-located Partner								
24	Other Co-located Partner								
25									

Attachment B6: Percentage of Co-located ARIZONA@WORK Job Center Partner's Occupancy in Each Center									
DOUBLE CLICK THIS TABLE TO ACTIVATE A WORKING EXCEL SPREADSHEET TO CALCULATE YOUR COSTS.									
		ARIZONA@WORK Job Center Location: 4425 West Olive Avenue Ste. 190 Glendale, AZ 85302							
		Total Square Footage of the ARIZONA@WORK Job Center: 26290 Square Feet							
		Total Square Footage of Dedicated/Assigned Space for all Co-located ARIZONA@WORK Partners: 1407 Square Feet							
Co-located ARIZONA@WORK Job Center Partners	Job Center or Affiliate (J or A)	Total Center Square Footage	Square Footage of the ARIZONA@WORK Job Center Partner's Dedicated/Assigned Space	ARIZONA@WORK Job Center Partner's Space as a % of All Co-located ARIZONA@WORK Job Center Partners' Space	Total Infrastructure Costs for Center	Partner share of common area space (ex. 1000 sf) in center	Partners share of Total Infrastructure Costs		
		26290	1407	5.35%	\$657,690.00	\$100.00	\$30,014.00		
11	WIOA Title I-B Adult/Dislocated Worker		20544	78.14%		10203			
12	WIOA Title I-B Youth		4208	16.01%		2090			
13	Wagner-Peyser								
14	TAA								
15	Veterans		131	0.50%		65			
16	MSFW		66	0.50%		65			
17	Adult Education								
18	Vocational Rehabilitation		131	0.50%		65			
19	Other Co-located Partner - Wagner-Peyser Employment Services		1145	4.36%		569			
20	Other Co-located Partner								
21	Other Co-located Partner								
22	Other Co-located Partner								
23	Other Co-located Partner								
24	Other Co-located Partner								
25									

2. ARIZONA@WORK Operating Budget: Infrastructure Costs (Required)

Requirements and Instructions for the Infrastructure Costs Signature Templates

ARIZONA@WORK Memorandum of Understanding and Infrastructure Funding Agreement (Joint Operational Informational Broadcast PB 17-004)

The IFA must include, “Signatures of the individual with authority to bind the signatories to the IFA, including all ARIZONA@WORK Job Center partners, CEO(s) and Local WDB participating in the IFA.”

“WIOA Title I-B, Title III, and Title IV representatives are responsible to negotiate contributions to the infrastructure costs and additional costs, send proposed contributions for appropriate approval, and sign the MOU and IFA. Title II local representatives must negotiate contributions to the infrastructure costs and send the agreement to the Deputy Associate Superintendent/ State Director of Adult Education and the Chief Procurement Officer for signatures.”

Attachment C: Signatures of Co-located ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure Costs

All co-located ARIZONA@WORK Job Center partners in any ARIZONA@WORK Job Center location must sign this agreement to share infrastructure costs as set forth in Attachments B1, B2, B3, B4, and B5. They are agreeing to share infrastructure costs only in those Center/s in which they are co-located.

Attachment D: Signatures of Non Co-located ARIZONA@WORK Job Center Partners Agreeing to Negotiate the Sharing of Infrastructure Costs as When Sufficient Data Are Available to Determine Relative Benefit and Proportionate Share

As previously noted, all non-co-located ARIZONA@WORK Job Center partners must agree that the IFA will be renegotiated to include their proportionate share of contributions when data systems are in place and data is available to accurately allocate relative benefit.

Attachment C: Signatures of Co-located ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure Costs

By signing below, all parties agree to the terms prescribed in the Infrastructure Funding Agreement

(Chief Elected Official)

Clint Hickman, Chairman of the Maricopa County Board of Supervisors

Printed Name and Title

Signature and Date

Attested to:

(LWDB Chairperson)

Clerk of the Board

Date

Leah Hill, MCWDB Chair

Printed Name and Title

Approved as to Form:



Signature and Date

Deputy County Attorney

6.07.2023

Date

Attachment C: Signatures of Co-located ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure Costs

By signing below, all parties agree to the terms prescribed in the Infrastructure Funding Agreement

(Co-located Partner Entity)

Jacqueline Edwards Director, Maricopa County Human Services Department
Printed Name and Title

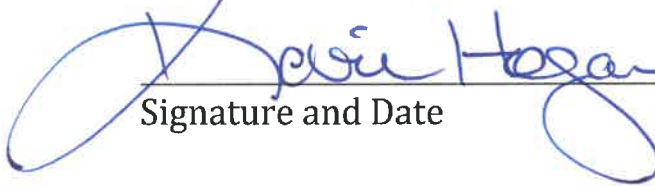
 5/25/23
Signature and Date

Attachment C: Signatures of Co-located ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure Costs

By signing below, all parties agree to the terms prescribed in the Infrastructure Funding Agreement

(Co-located Partner Entity)

KAZI Hogan - Chief Administrative Officer
Printed Name and Title

 5/2/23
Signature and Date

Attachment C: Signatures of Co-located ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure Costs

By signing below, all parties agree to the terms prescribed in the Infrastructure Funding Agreement

(Title III - Employment Services/JVSG - DVOP)

Chevera Trillo, Administrator
Printed Name and Title

Chevera Trillo, 05.05.2023
Signature and Date

Attachment C: Signatures of Co-located ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure Costs

By signing below, all parties agree to the terms prescribed in the Infrastructure Funding Agreement

(Co-located Partner Entity)

Kristen Mackey, Title IV Administrator

Printed Name and Title

Kristen Mackey 05/05/2023

Signature and Date

Attachment D:

Signatures of Non-Co-located ARIZONA@WORK Job Center Partners Agreeing to Negotiate the Sharing of Infrastructure Costs as When Sufficient Data Are Available to Determine Relative Benefit and Proportionate Share

By signing below, all parties agree that when data are available to determine the benefit of ARIZONA@WORK Job Centers to non-co-located ARIZONA@WORK Job Center partners, the July 1, 2023 - June 30, 2026, infrastructure cost sharing agreement will be renegotiated to include their proportionate share of contributions.

Title II Administrator, Arizona Department of Education

Beverly Wilson, Deputy Associate Superintendent, AZ Dept. of Education – Adult Education Services

Beverly Wilson

06/02/2023

Signature and Date

Steven Paulson, Chief Procurement Officer, AZ Dept. of Education

Steven Paulson

06/02/2023

Signature and Date

Attachment D:

Signatures of Non-Co-located ARIZONA@WORK Job Center Partners Agreeing to Negotiate the Sharing of Infrastructure Costs as When Sufficient Data Are Available to Determine Relative Benefit and Proportionate Share

By signing below, all parties agree that when data are available to determine the benefit of ARIZONA@WORK Job Centers to non-co-located ARIZONA@WORK Job Center partners, the infrastructure cost sharing agreement will be renegotiated to include their proportionate share of contributions.

(Non-Co-located Partner Entity)

Kelly Hart, Administrator

Printed Name and Title

*Kelly Hart 05.25.2023*_____

Signature and Date

Attachment D:

Signatures of Non-Co-located ARIZONA@WORK Job Center Partners Agreeing to Negotiate the Sharing of Infrastructure Costs as When Sufficient Data Are Available to Determine Relative Benefit and Proportionate Share

By signing below, all parties agree that when data are available to determine the benefit of ARIZONA@WORK Job Centers to non-co-located ARIZONA@WORK Job Center partners, the infrastructure cost sharing agreement will be renegotiated to include their proportionate share of contributions.

(Unemployment Insurance)

Sandra Canez / UIA Administrator

Printed Name and Title

Sandra Canez / 05.26.2023

Signature and Date

3. ARIZONA@WORK Operating Budget: Additional Costs---Applicable Career Services (Required)

Requirements and Instructions for the Applicable Career Services Templates

WIOA Joint Final Rule:

“20 CFR 678.420 What are the roles and responsibilities of the required one-stop partners?”

Each required partner must: (a) Provide access to its programs or activities through the one-stop delivery system, in addition to any other appropriate locations”

“20 CFR 678.425 What are the applicable career services that must be provided through the one-stop delivery system by required one-stop partners?”

(a) The applicable career services to be delivered by required one-stop partners are those services listed in 20 CF 678.430 that are authorized to be provided under each partner's program.”

“20 CFR 678.760 How do one-stop partners jointly fund other shared costs under the Memorandum of Understanding?”

(a) In addition to jointly funding infrastructure costs, one-stop partners listed in 20 CFR 678.400 through 20 CFR 678.410 must use a portion of funds made available under their programs’ authorizing Federal law (or fairly evaluated in-kind contributions) to pay the additional costs relating to the operation of the one-stop delivery system. These other costs **must include applicable career services** and **may include other costs**, including shared services.”

**ARIZONA@WORK Memorandum of Understanding and Infrastructure Funding Agreement
(Joint Operational Informational Broadcast PB 17-004):**

☑ Additional costs, “Must include the costs of the provision of career services in WIOA sec. 134(c)(2) applicable to each program consistent with partner’s program authorizing federal statutes and regulations, and allocable costs based on federal cost principles in Uniform Guidance at 2 CFR 200.”

Parameters in Completing the “Consolidated System Budget for Applicable Career Services” Templates

- The required “Consolidated System Budget for the Delivery of Applicable Career Services” is the total amount of funds budgeted by the required ARIZONA@WORK Job Center partners for the delivery of the career services (that are applicable to their programs) and made available through the ARIZONA@WORK one-stop delivery system.
- This budget includes both co-located and non co-located partners and is a system-wide budget for the LWDA as a whole. The “applicable career services” budget is not tied to a specific ARIZONA@WORK Job Center.
- ARIZONA@WORK Job Center Partners do not negotiate this consolidated budget; it is simply compiled and displayed (using the budget information provided by each ARIZONA@WORK Job Center partner).
- These costs are not necessarily cost-shared. If ARIZONA@WORK Job Center partners decide and agree, the cost for the delivery of these services may be shared under the “Other Shared Costs and Services” component of this agreement.

Steps to Complete the Required “Consolidated System Budget for Applicable Career Services” Templates:

Attachment E1: Career Services Applicable to Each ARIZONA@WORK Job Center Partner (Co-located and Non Co-located)

1. Each required ARIZONA@WORK Job Center partner identifies the basic and individualized career services that are applicable to their program. The definitions of basic career services are attached. “Applicable career services” are defined as those authorized by each ARIZONA@WORK Job Center partner’s federal legislation.

Not all services of every ARIZONA@WORK Job Center partner will be included in its list of applicable career services. (For example, the basic career service of initial assessment is applicable to the Title II Adult Education and Literacy Program Partner, but classroom instruction for the attainment of High School Equivalency is not defined as a career service in WIOA and will not be included in the list of applicable career services.)

Attachment E2: Consolidated System Budget for the Delivery of Applicable Career Services

2. After identifying the career services applicable to its program, the ARIZONA@WORK Job Center partner then identifies the estimated or actual funds budgeted for the delivery of these services for the current program year.

ARIZONA@WORK Job Center Partners are only required to include the career services that are funded through the federal legislation that makes them a required ARIZONA@WORK Job Center partner in this estimate. (For example, a local community college may have state funds, as well as federal Carl Perkins Career and Technical Education funds for career services; only the federal funds are required to be included in this estimate.)

Unlike Infrastructure Costs, this budget includes all costs (including personnel) related to the administration and delivery of these services.

If ARIZONA@WORK Job Center partners do not have specific dollar amounts available, they may report a reasonable estimate. ARIZONA@WORK Job Center Partners will be deemed in compliance with this requirement as long they provide a reasonable dollar amount and can determine an estimated amount for the required Consolidated Budget for Applicable Career Services.

A separate line item is not required for each of the applicable basic or individualized career services. The estimated or actual funds budgeted for applicable career services are divided into two categories: The total for all applicable basic career services and the total for all applicable individualized career services

3. Once all ARIZONA@WORK Job Center partners have identified the actual or estimated budget for the delivery of their applicable career services within the LWDA, all ARIZONA@WORK Job Center partner budgets will then be totaled and displayed in the “Required Consolidated System Budget for Applicable Career Services”.

Definitions of Basic and Individual Career Service to Be Used In Identifying Each ARIZONA@WORK Job Center Partner’s “Applicable Career Services”

Basic Career Services (20 CFR §678.430(a) and §678.435)

- **Eligibility for Title I-B Services** – Determination of whether a customer is eligible to receive services from the Adult, Dislocated Worker, or Youth programs.
- **Outreach, Intake, and System Orientation** – Outreach is intended to promote awareness of the availability of the System services to/for individuals and businesses that may need these services. Intake and System orientation is the process of gathering basic information to determine the program(s) appropriate for the customer, and providing the customer with information on the services available to determine if he/she is interested in pursuing those services.
- **Initial Assessment** – The collection and assessment of information on a customer’s skill levels, including literacy, numeracy, and English language proficiency; work history; employment barriers; employment goal(s) and occupational knowledge; supportive service needs; and whether referrals to other programs are appropriate or necessary.
- **Labor Exchange Services** – Providing job search and placement services to the customer, including but not limited to, information on in-demand industry sectors and occupations and non-traditional employment, when appropriate; development of a work search plan; placement in workshops; posting jobs on the state job bank; providing job matching and referrals; and advising how to maintain a record of job search. Labor exchange services also include appropriate recruitment and other business services, which may include, but are not limited to, customized screening and referral of qualified customers in training services to businesses; customized services to businesses, business associations, or other such organizations, on employment-related issues; customized recruitment events for businesses and targeted job fairs; human resource consultation services which may include writing/reviewing job descriptions and employee handbooks, developing performance evaluations and personnel policies, creating orientation sessions for new employees, honing job interview techniques for efficiency and compliance, analyzing employee turnover, creating job accommodations and

using assistive technologies, and explaining labor law to help businesses comply; and customized labor market information for specific businesses, sectors, industries, or clusters.

- **Referrals to Programs** – Referrals and coordination of activities with other appropriate programs and services that meet specific customer needs, assist them in overcoming barriers to employment, and provide services to gain/retain employment.
- **Labor Market Information** – Staff provides workforce and labor market employment statistics to assist job seeking customers in the development of employment goal(s) and businesses in the development and implementation of sector partnerships and career pathways. The employment statistics include local, regional, and national labor market conditions; career counseling and career exploration services; characteristics of industries, occupations, and the workforce area; business-identified skill needs; short and long-term industry and occupational growth and salary projections; worker supply and demand; and high-growth and high-demand industries.
- **Performance on the Local Workforce System** – The provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to workforce system.
- **Performance and Program Cost of Eligible Providers** – The provision of performance information and program cost information on eligible providers of education, training, and workforce services by program and type of provider.
- **Referrals to Supportive Services** – Staff provides customers with referrals to supportive services that enable the customer to participate in authorized WIOA activities. Based on various partners’ programmatic rules and regulations, these supportive services may include, but are not limited to, transportation; child care; dependent care; housing; needs related payments; interpreter services; reasonable accommodation for youth with disabilities; legal aid services; assistance with uniforms or other appropriate work attire; assistance with books, fees, and school supplies; payments and fees for employment and training related applications, tests, and certifications; and tools or instruments. Depending on the program, when appropriate, information may also be provided to customers on how to continue these supportive services after program services are completed.
- **Unemployment Insurance (UI) Information and Assistance** – Staff provides information and meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation. Meaningful assistance means providing assistance on-site using staff that is well trained in UI compensation claims filing and the rights and

responsibilities of claimants or providing assistance by phone or via other technology as long as the assistance is provided by trained and available staff within a reasonable time.

- **Financial Aid Assistance** – Providing assistance in establishing eligibility, accessing, and applying for programs of financial aid for training and education programs not provided under WIOA.

Individualized Career Services (20 CFR §678.430(b))

- **Comprehensive Assessment** – Staff conducts a specialized assessment of a job seeker’s barriers to employment, occupational and employment goal(s), educational and skill levels, and personal circumstance to determine his/her service needs. This may include diagnostic testing and use of other assessment tools, and in-depth interviewing and evaluation.
- **Individual Employment Plan (IEP)/Individualized Plan for Employment (IPE)** – The IEP/IPE identifies the appropriate employment goal(s) chosen by the customer. The initial and comprehensive assessment is used to develop the IEP/IPE in consultation with the customer. The plan outlines the necessary services to be provided to achieve the planned goals; steps and timelines for achieving the goals; and the terms, conditions, and responsibilities associated with the plan
- **Career Planning and Counseling** – One-on-one or intensive career planning and counseling with a professional counselor uses initial and comprehensive assessments and the IEP/IPE, and aims at enhancing job seeking and retention skills and career advancement of customers by: (i) Helping the customer analyze and understand career information, and gain a better understanding of his/herself using career information gained through assessment tools and counseling strategies to more realistically choose or change short and long-term occupational goals; and (2) Preparing service strategies to assist in the achievement of occupational goal(s) and to ensure customers have access to necessary workforce activities and supportive services, which may include, but are not limited to, drug and alcohol abuse counseling, mental health counseling, and referrals to partner programs appropriate to the needs of the customer.
- **Short-term Pre-Vocational Services** – Development of skills customers need to live independently and enter the workforce fully prepared to engage in employment. These services may include academic education and job readiness trainings for development of work readiness skills, including but not limited to, learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, higher-order reasoning, problem-solving skills, work attitudes, and professional conduct.

- **Internships and Work Experience** – Based on partners’ programmatic rules and regulations, the work experience is a planned, structured learning experience, in most cases linked to a career, that takes place in a private for-profit, non-profit or public sector workplace. For most partner programs, work experiences may be in the form of internships, work-study, externship, apprenticeship, summer employment for youth, and/or other work placement opportunities.
- **Out of Area Job Search and Relocation Assistance** – Staff provides information on labor exchange activities in other local areas, regions, or states and whether businesses the customer may be interested in offer assistance with relocation.
- **Financial Literacy Services** – Educate and support customers to gain the knowledge, skills, and confidence to make informed financial decisions that enable them to attain greater financial health and stability by using high quality relevant learning strategies. The learning, where possible, may include, but is not limited to, creating a budget; initiating checking and/or savings accounts at banks; learning how to effectively manage spending, credit, and debt; learning how to protect against identity theft; and benefits advisement. These services may also include opportunities to put financial literacy lessons into practice, based on the needs of the customer.
- **English Language Acquisition and Integrated Education** – Adult Education staff provides an integrated program of services that incorporates English literacy and civics education concurrently and contextually with workforce preparation and training for a specific occupation/sector for the purpose of educational and career advancement of customers. These services allow customers to attain economic self-sufficiency and are designed for partnerships among adult education programs and postsecondary educational institutions, training providers, and/or businesses.
- **Workforce Preparation** – Activities to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, training, or employment and other employability skills that increase an individual’s preparation for the workforce.

Attachment E1: Career Services Applicable to Each ARIZONA@WORK Job Center Partner							
Basic Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF
T-I Program Eligibility	✓	✓	✓		✓		
Outreach, Intake, Orient.	✓	✓	✓	✓	✓	✓	
Initial Assessment	✓	✓	✓	✓	✓	✓	
Labor Exch./Job Search	✓	✓	✓		✓	✓	
Referrals to Partners	✓	✓	✓	✓	✓	✓	
LMI	✓	✓	✓		✓	✓	
Performance/Cost Info.	✓	✓	✓				
Support Service Info.	✓	✓	✓		✓	✓	
UI Info./Assistance	✓	✓	✓		✓		
Financial Aid Info.	✓	✓	✓	✓		✓	
Basic Career Services	Tech Ed.	SCSEP	Job Corps	Native Am.	MSF	YouthBuild	TAA
T-I Program Eligibility							
Outreach, Intake, Orient		✓			✓		✓
Initial Assessment		✓			✓		✓
Labor Exch./Job Search		✓			✓		✓
Referrals to Partners		✓			✓		✓
LMI		✓			✓		✓
Performance/Cost Info.		✓					
Support Service Info.		✓			✓		✓
UI Info./Assistance		✓			✓		✓
Financial Aid Info.					✓		✓

ARIZONA@WORK Infrastructure Funding Agreement Templates and Instructions (Second Draft: 5/29/17)

Basic Career Services	Comm Act.	Housing	UI	Native Am.	Other Part JVSG	Other Part	Other Part
T-I Program Eligibility							
Outreach, Intake, Orient.					✓		
Initial Assessment					✓		
Labor Exch./Job Search					✓		
Referrals to Partners					✓		
LMI					✓		
Performance/Cost Info.							
Support Service Info.					✓		
UI Info./Assistance			✓				
Financial Aid Info.							

Individ. Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF
Comp Assessment	✓	✓	✓			✓	
Employment Plan	✓	✓	✓			✓	
Career Plan/Counsel.	✓	✓	✓			✓	
Short-Term Prevoc.	✓	✓	✓			✓	
Internships/Wrk. Exper.	✓	✓	✓			✓	
Out-of-Area Job Search	✓	✓	✓				
Financial Literacy	✓	✓	✓				
ELA/Integ. Education	✓	✓	✓	✓			
Workforce Preparation	✓	✓	✓	✓			

ARIZONA@WORK Infrastructure Funding Agreement Templates and Instructions (Second Draft: 5/29/17)

<i>Individ. Career Services</i>	Tech Ed.	SCSEP	Job Corps	Native Am.	MSF	YouthBuild	TAA
Comp. Assessment		✓			✓		✓
Employment Plan		✓			✓		✓
Career Plan/Counsel.		✓			✓		✓
Short-Term Prevoc.					✓		✓
Internships/Wrk. Exper.		✓			✓		
Out-of-Area Job Search					✓		✓
Financial Literacy							✓
ELA/Integ. Education							✓
Workforce Preparation		✓			✓		✓
<i>Individ. Career Services</i>	Comm. Act	Housing	UI	Native Am.	Other Part	Other Part JVSG	Other Part
Comp. Assessment						✓	
IEP						✓	
Career Plan/Counsel.						✓	
Short-Term Prevoc.						✓	
Internships/Wrk. Exper.						✓	
Out-of-Area Job Search						✓	
Financial Literacy							
ELA/Integ. Education							
Workforce Preparation						✓	

Attachment E2: Consolidated System Budget for the Delivery of Applicable Career Services							
<p><i>The "Consolidated System Budget for the Delivery of Applicable Career Services" is the total actual or reasonably estimated amount of funds budgeted by the required ARIZONA@WORK Job Center partners for the delivery of the career services (that are applicable to their programs) and made available through the ARIZONA@WORK one-stop delivery system. This budget includes all costs, including personnel, related to the administration and delivery of these services.</i></p>							
Applic. Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF
Basic Career Services: T-I Eligib./Initial Assess. Outreach, Intake, Orient. Labor Exch./Job Search Referrals/LMI Support Service Info. UI Info./Fin. Aid Info.	\$2,613,531	\$325,245	\$0	\$95,177	\$3,405,573	\$3,145,096	\$0
Applic. Career Services	Tech. Ed	T-V OAA	Job Corps	Native Am.	MSF	YouthBuild	TAA
Basic Career Services: T-I Eligib./Initial Assess. Outreach, Intake, Orient. Labor Exch./Job Search Referrals/LMI	\$0	\$0	\$0	\$0	\$29,814	\$0	\$0

ARIZONA@WORK Infrastructure Funding Agreement Templates and Instructions (Second Draft: 5/29/17)

Support Service Info. UI Info./Fin. Aid Info.							
Applic Career Services	Comm. Act	Housing	UI	Native Am.	Other Part Head Start	Other Part JVSG	Other Part
Basic Career Services: T-I Eligib./Initial Assess Outreach, Intake, Orient. Labor Exch./Job Search Referrals/LMI Support Service Info. UI Info./Fin. Aid Info.	\$0	\$0	\$0	\$0	\$0	\$115,390	\$

Applic Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF
Indiv. Career Services: Comp. Assessment/IEP Career Plan/Counsel Short-Term Prevoc. Internship/Wrk. Exper.	\$2,067,631.00	\$255,550	\$1,793,914	\$31,167	\$644,280	\$327,441	\$0

Financial Literacy IET/ELA/WF Prep.							
Applic Career Services	Tech Ed	T-V OAA	Job Corps	Native Am	MSF	YouthBuild	TAA
Indiv. Career Services: Comp. Assessment/IEP Career Plan/Counsel Short-Term Prevoc. Internship/Wrk. Exper. Financial Literacy IET/ELA/WF Prep.	\$0	\$0	\$0	\$0	\$36,439	\$0	\$446,784
Applic Career Services	Comm Act	Housing	UI	Native Am	Other Part Head Start	Other Part JVSG	Other Part
Indiv. Career Services: Comp. Assessment/IEP Career Plan/Counsel Short-Term Prevoc. Internship/Wrk. Exper. Financial Literacy IET/ELA/WF Prep	\$0	\$0	\$0	\$0	\$0	\$941,221	\$

**4. ARIZONA@WORK Operating Budget:
Additional Costs---Shared Operating Costs and Shared Services (Optional)**

Requirements and Instructions for the “Additional Costs---Other Shared Costs and Shared Services” Templates:

WIOA Joint Final Rule:

“20 CFR 678.760 How do one-stop partners jointly fund other shared costs under the Memorandum of Understanding?”

- (a) In addition to jointly funding infrastructure costs, one-stop partners listed in 20 CFR 678.400 through 678.410 must use a portion of funds made available under their programs’ authorizing Federal law (or fairly evaluated in-kind contributions) to pay the additional costs relating to the operation of the ARIZONA@WORK one-stop delivery system. These other costs **must include applicable career services** and **may include other costs, including shared services**.
- (b) For the purposes of paragraph (a) of this section, **shared services’ costs may include** the costs of shared services that are authorized for and may be **commonly provided through the one-stop partner programs to any individual**, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other one-stop partners, and **business services**. Shared operating costs **may also include shared costs of the Local WDB’s functions**.
- (c) Contributions to the additional costs related to operation of the ARIZONA@WORK one-stop delivery system may be **cash, non-cash, or third-party in-kind contributions**, consistent with how these are described in 20 CFR 678.720(c).
- (d) The shared costs described in paragraph (a) of this section must be **allocated according to the proportion of benefit received by each of the partners**, consistent with the Federal law authorizing the partner’s program, and consistent with all other applicable legal requirements, including Federal cost principles in 2 CFR part 200 (or any corresponding similar regulation or ruling) requiring that costs are allowable, reasonable, necessary, and allocable.”

**ARIZONA@WORK Memorandum of Understanding and Infrastructure Funding Agreement
(Joint Operational Informational Broadcast PB 17-004):**

Additional costs “may include shared operating costs and shared services that are authorized for, and may be commonly provided through, the ARIZONA@WORK Job Center partner programs, including initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services, referrals to other ARIZONA@WORK Job Center partners, and business services.

Personnel costs may include, but are not limited to, allocable salary and fringe benefit costs of partner program staff that work on information technology systems (i.e., common performance and reporting outcomes) for use by the ARIZONA@WORK Job Center as a whole.

The cost of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in ARIZONA@WORK Job Centers is also a personnel expense.

A portion of the costs of LWDB staff who perform functions that are not otherwise paid with WIOA Title I funds and support the general operations of the ARIZONA@WORK Job Centers, such as a LWDB staff person acting as the office manager in an ARIZONA@WORK Job Center.

As with any additional costs paid by partner programs for the operations of the ARIZONA@WORK system, these shared operating costs must be proportionate to the use of the partner program and consistent with the Federal Cost Principles of the Uniform Guidance set forth in 2 CFR part 200.”

Considerations and Parameters in Completing the “Other Shared Costs and Shared Services” Template

- ARIZONA@WORK Job Center Partners must agree at the local level for these types of costs to be shared. The “Other Shared Costs and Shared Services” Template is not a required component of a completed, signed, and submitted IFA
- Lack of agreement at the local level for these “Other Shared Costs and Shared Services” will not trigger the State Funding Mechanism
- Unlike infrastructure costs, these costs may include personnel
- Two or more partners may agree to share in one or more these types of costs

- “Other Shared Costs and Shared Services” may include costs that are applicable to and agreed to be shared by only certain ARIZONA@WORK Job Center partners. In those cases, only the applicable partners will need to agree upon the sharing of those identified costs

For example, the potential for sharing the personnel (and other non-infrastructure costs), such as ARIZONA@WORK Job Center receptionists and/or center managers, may be decided to be cost-shared only by the co-located ARIZONA@WORK Job Center partners. Other shared costs (such as, but not limited to, staff-cross training and business services) may also be applicable only to certain ARIZONA@WORK Job Center partners and only those applicable ARIZONA@WORK Job Center partners will share in those costs, if agreed.

- As with infrastructure costs, other ARIZONA@WORK system costs must be allocable according to the proportion of benefit received by the ARIZONA@WORK Job Center partners agreeing to share those costs, consistent with the partners’ authorizing federal statutes and the Uniform Guidance.

- When any two or more ARIZONA@WORK Job Center partners agree to share “Other Shared Costs and Shared Services”, there must be an agreed upon budget for these costs and an agreed upon cost sharing methodology.

Examples of “Other Shared Costs and Shared Services” that May Be Agreed by ARIZONA@WORK Job Center Partners:

- **Initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, and referrals to other ARIZONA@WORK Job Center partners.** This may include costs such as technology and tools that increase integrated service delivery through the sharing of information and service delivery processes.

- **Business services.** This may include costs related to a local or regional system business services team that has one or more partners on the team or has delegated a specific partner to provide business services on behalf of the ARIZONA@WORK system.

- **Cross training of ARIZONA@WORK Job Center partner staff.** This may include any staff cross training on ARIZONA@WORK Job Center partner programs and eligibility, customer service, serving individuals with barriers to employment, and other such training that builds an integrated ARIZONA@WORK one-stop delivery system.
- **Shared personnel costs for ARIZONA@WORK Job Centers by co-located partners.** This may include ARIZONA@WORK Job Center receptionists and/or ARIZONA@WORK Job Center managers.

Arizona will use the “percentage of total full-time equivalent (FTE)” staff of co-located ARIZONA@WORK partners agreeing to share in these costs as the method for proportionately allocating the costs of ARIZONA@WORK Job Center receptionists and/or ARIZONA Job Center managers.

If the ARIZONA@WORK Job Center manager is also the one-stop operator, this position falls under the permissible “shared costs of the local WDB functions” and the requirements for the sharing this cost follow.

- **“Shared Costs of the Local WDB’s functions”**

ARIZONA@WORK Policy on the Opportunity for Partners to Share the Costs of the Local WDB Functions

WIOA Joint Final Rule § 679.370 defines the functions of the Local Workforce Development Board. These functions include:

1. Responsibility for the effective operation of Title I-B Adult, Dislocated Worker, and Youth Programs, including the selection of providers
2. Responsibility for the development and oversight of the ARIZONA@WORK one-stop delivery system in the local area, including the selection of the one-stop operator

Local WDBs have responsibilities both as a system partner (i.e., the administrative entity for the Title I-B programs) and in working with partners to develop the local ARIZONA@WORK one-stop delivery system, including the operation of the ARIZONA@WORK Job Centers.

It is the ARIZONA@WORK policy that the permissible sharing of Local WDB costs by partners is limited to the costs directly related to the coordination and operation of the ARIZONA@WORK system and centers. It does not include

the operational costs of administering and operating Title I-B programs or fulfilling other WDB-specific functions, such as the development of local/regional plans.

As with other permissible shared costs these costs must be agreed to be shared at the local level and must be allocable according to the proportion of benefit received by the ARIZONA@WORK Job Center partners agreeing to share those costs, consistent with the ARIZONA@WORK Job Center partners' authorizing federal statutes and the Uniform Guidance.

Shared ARIZONA@WORK system coordination and ARIZONA@WORK Job Center management costs may include:

- **Local WDB staff members who have a responsibility for developing and coordinating ARIZONA@WORK Job Center partnerships throughout the system.** (If the staff has additional duties, only the proportion directly related to ARIZONA@WORK system partnership activities may be cost shared.)
- **The One-Stop Operator when fulfilling the required role to “coordinate the service delivery of required ARIZONA@WORK Job Center partners”,** including the possible role of ARIZONA@WORK Job Center management

The One-Stop Operator potentially has multiple roles as defined in WIOA Joint Final Rule:

“20 CFR 678.620: What is the one-stop operator’s role?”

“(a) At a minimum, the one-stop operator must coordinate the service delivery of required one-stop partners and service providers. Local WDBs may establish additional roles of one-stop operator, including, but not limited to: coordinating service providers across the ARIZONA@WORK one-stop delivery system, being the primary provider of services within the center, providing some of the services within the center, or coordinating service delivery in a multi-center area, which may include affiliated sites. The competition for a one-stop operator must clearly articulate the role of the one-stop operator.”

The LWDB’s competition for the one-stop operator may include these roles:

1. ARIZONA@WORK system coordination (required)

2. ARIZONA@WORK Job Center management (optional)
3. Provider of Title I-B Adult, Dislocated Worker, and/or Youth Services (optional)

The one-stop operator's role in ARIZONA@WORK system coordination may be cost-shared by ARIZONA@WORK Job Center partners. The one-stop operator's role in ARIZONA@WORK Job Center management, if included in the procurement, may be cost-shared by ARIZONA@WORK Job Center partners co-located in that center. The role of Title I-B service provider may not be cost shared.

Steps to determining one-stop system coordination and center management costs:

1. For LWDB staff:

- Identify any LWDB staff with a responsibility for developing and coordinating ARIZONA@WORK system partnerships.
- If the staff member has additional duties, identify the proportion directly related to ARIZONA@WORK system partnership activities.
- Determine the staff salary and benefit costs for the proportion directly related to ARIZONA@WORK system partnership activities.

2. For the One-Stop Operator:

- Review the procurement, the contract, the statement of work, and the budget for the one-stop operator.
- Determine the proportion of the budget allocated to (a) ARIZONA@WORK system coordination, (b) ARIZONA@WORK Job Center management, and/or (c) Title I- B service delivery.

Methodology to share ARIZONA@WORK system coordination costs

1. Identify the ARIZONA@WORK Job Center partners potentially agreeing to share in these ARIZONA@WORK system coordination costs
2. Calculate the agreeing-partners proportionate share of system coordination costs (LWDB staff and/or the one-stop operator)

Arizona will use the “percentage of total full-time equivalent (FTE)” staff of co-located and non co-located ARIZONA@WORK Job Center partners agreeing to share in these costs as the method for proportionately allocating these ARIZONA@WORK system coordination costs

3. Seek ARIZONA@WORK Job Center partner agreement to share in those costs

Methodology to share ARIZONA@WORK Job Center management costs:

1. Identify the co-located ARIZONA@WORK Job Center partners potentially agreeing to share in these center management costs
2. Calculate the proportionate share of center management costs to co-located ARIZONA@WORK Job Center partners agreeing to share in these costs

Arizona will use the “percentage of total full-time equivalent (FTE)” staff of co-located ARIZONA@WORK Job Center partners agreeing to share in these costs as the method for proportionately allocating center management costs

3. Seek ARIZONA@WORK Job Center partner agreement to share in those costs

Instructions for Completing the “Other Shared Costs and Shared Services” Template:

1. Complete the “Other Shared Costs and Shared Services” Template only if two or more ARIZONA@WORK Job Center partners have agreed to share in a specific type of shared cost and/or service.

2. Complete an individual “Other Shared Costs and Shared Services” Template (Attachment F1) for each type of cost and/or service that has been agreed to be shared by two or more ARIZONA@WORK Job Center partners.
3. Identify the type of other costs to be shared and provide a very brief description of what that cost includes
4. Identify the ARIZONA@WORK Job Center partners that have agreed to share in the this type of cost and how they will benefit from the sharing of this cost
5. Complete the operating budget for each type of shared cost and/or service that has been agreed to be shared
6. Describe the agreed-upon cost allocation methodology to allocate these costs to the ARIZONA@WORK Job Center partners who have agreed to share this type of cost*
7. Using the agreed-upon cost allocation methodology, identify the initial proportionate share of the costs to be contributed by each ARIZONA@WORK Job Center partner participating in the sharing of this cost
8. Indicate how much of each ARIZONA@WORK Job Center partner’s allocated cost will be contributed through cash and/or noncash
9. Have ARIZONA@WORK Job Center partners participating in this specific shared cost sign the agreement to share those costs (Attachment F2)

*** If the cost to be shared is the LWDB’s ARIZONA@WORK system coordination function, the One-Stop Operator’s ARIZONA@WORK system coordination and ARIZONA@WORK Job Center management functions, and/or the cost of the ARIZONA@WORK Job Center manager or receptionist:**

The cost allocation methodology for the sharing of these costs will be the “proportionate percentage of Full-Time Equivalents (FTEs) and should be used to in the “Agreed Upon Cost Allocation Methodology to Share This Cost” in the “Other Shared Costs and Shared Services” Template (Attachment F1)

An “FTE (full-time equivalent)” is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. On an annual basis, an FTE is considered

to be 2,080 hours, which is calculated as 8 hours per day or 40 hours per workweek. (For example: One employee who works 20 hours per week is expressed as .5 FTE.)

“Proportionate percentage of total FTEs” is the percentage of each ARIZONA@WORK Job Center partner’s staff of the total of all FTEs.

If two or more ARIZONA@WORK Job Center partners agree to **share the costs of the LWDB’s ARIZONA@WORK system coordination function and/or the One-Stop Operator’s ARIZONA@WORK system coordination role:**

Arizona will use the “percentage of total full-time equivalent (FTE)” staff of co-located and non co-located ARIZONA@WORK Job Center partners agreeing to share in these costs as the method for proportionately allocating these system coordination costs

(For example: If the total number of all FTEs of all co-located and non co-located ARIZONA@WORK Job Center partners agreeing to share this cost is 50 and one partner has 10 FTEs, that ARIZONA@WORK Job Center partner has 10% of the system’s FTEs and will share in 20% of these ARIZONA@WORK system coordination costs.)

If two or more partners agree to **share the costs of the One-Stop Operator’s ARIZONA@WORK Job Center management function and/or the costs of the ARIZONA@WORK Job Center manager or receptionist:**

Arizona will use the “percentage of total full-time equivalent (FTE)” staff of co-located ARIZONA@WORK Job Center partners agreeing to share in these costs as the method for proportionately allocating center management costs.

(For example: If the total number of all FTEs of all ARIZONA@WORK Job Center partners co-located in the Center and agreeing to share this cost is 20 and one partner has 5 FTEs, that partner has 25% of the Center’s FTEs and will share in 25% of these Center personnel costs.)

Attachment F1: Optional ARIZONA@WORK Job Center Partner Agreement to Share Other Costs and Services

Type of Cost to be Shared:

N/A

Description of the Cost to Be Shared and What It Includes:

ARIZONA@WORK Job Center Partners Agreeing to Share This Cost

The following ARIZONA@WORK Job Center partners have agreed to share these costs:

The ARIZONA@WORK Job Center partners that agreed to share these costs will benefit by:

Shared Cost Budget for (Identify the Type of Cost)		
<i>Line Item</i>	<i>Budget Detail</i>	<i>Cost</i>
Total Budget for This Shared Cost		\$
Agreed Upon Cost Allocation Methodology to Share This Cost		

Proportionate Share for ARIZONA@WORK Job Center Partners Agreeing to Share These Costs				
<i>(Identify the Type of Cost)</i>				
<i>Partners Agreeing</i>	<i>Agreed Methodology</i>	<i>Initial Partner Share</i>	<i>Amount in Cash</i>	<i>Amount in Non-Cash</i>
Partner 1:		\$	\$	\$
Partner 2:		\$	\$	\$
Partner 3:		\$	\$	\$
Partner 4:		\$	\$	\$
Partner 5:		\$	\$	\$
Partner 6:		\$	\$	\$
Total Budget for This Shared Cost		\$	\$	\$

Attachment F2: Signature of ARIZONA@WORK Job Center Partners Agreeing to Share Identified Operating Costs/Shared Services

Signature Page for ARIZONA@WORK Job Center Partners Agreeing to Share *(Identify the Type of Cost)*

By signing below, these parties agree to the terms prescribed in the sharing of other costs.

Partner 1:

Printed Name and Title

Signature and Date

Partner 2:

Printed Name and Title

Signature and Date

Partner 3:

Printed Name and Title

Signature and Date

Partner 4:

Printed Name and Title

Signature and Date



Information/Discussion/Possible Action.

One-Stop Operator Contract Performance Assessment



MARICOPA COUNTY

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One Stop Operator Scope of Work	How will this be accomplished?	Frequency:	Notes/Comments:	Performance Assessment (Quarter I: January - March)			
1.0 Coordination of Service Delivery and Partner Leadership			<i>Note: Year 1, Year 2, etc.</i>	Status:	% Complete:	Score (Quality):	Performance Comments (any score less than 3, please add comment):
1.1.1 Lead, convene and advocate for all partners to ensure collaboration and commitment to integrated service delivery while guaranteeing an open-door policy for all stakeholders.							
1.1.2 In coordination with the MCWDB, ensure partners understand their roles in workforce system initiatives impacting customers, such as career pathways, sector strategies, and other							
1.1.3 Convene structured monthly meetings with ARIZONA@WORK staff from all title programs to foster partnerships to improve customer service flow and promote a seamless service delivery system, including, but not limited to: 1.1.3.1 Determine agenda, and meeting objectives, and provide minutes to partners for each meeting that identify actionable items. 1.1.3.2 Provide the opportunity for program partner staff to add agenda items and objectives. 1.1.3.3 Provide the opportunity for program partner staff to submit feedback to the OSO to enhance meeting effectiveness.							
1.1.3.4 Visit each comprehensive career center location regularly, at least once per week , and attend all monthly comprehensive career center meetings in-person, or virtual, as scheduled.							
1.1.3.5 Identify purpose and strategies for the visit including: 1.1.3.5.1 Job-shadowing opportunities 1.1.3.5.2 One-on-one staff meetings to identify areas of assistance 1.1.3.5.3 Other tasks as requested by title partner staff 1.1.3.5.4 Visit all affiliate sites one time throughout the program year							
1.1.3.6 Encourage staff from all programs and affiliate sites to participate in monthly meetings and distribute information amongst partner organizations.							
1.1.3.7 Coordinate and facilitate quarterly executive meetings with the core title partner leadership team. 1.1.3.7.1 Share best practices within each organization 1.1.3.7.2 Discuss workforce trends 1.1.3.7.3 Address the needs and challenges of the local workforce area							
1.1.3.8 Coordinate the seamless service delivery of required one-stop partners and service providers across ARIZONA@WORK Maricopa County Job Centers and implement continuous improvement efforts. 20 CFR 678.620.							
1.1.3.9 Manage and ensure core title partners and other system partners are fulfilling cooperative agreements, Memorandum of Understanding (MOU), Infrastructure Funding Agreement, addendums, and Local Plan responsibilities as applicable. 1.1.3.9.1 Assist in the resolution of any challenges reported by core title partners as related to the agreements referenced above 1.1.3.9.2 Work in collaboration with MCWDB staff to amend agreements referenced above.							
1.1.3.10 In coordination with title partner leadership, ensure that all title partner and additional partner staff receive sufficient cross-training by assessing existing gaps , scheduling training, and professional development opportunities, and tracking staff participation through							
1.1.3.11 Act as a point of contact to facilitate communication among partner agencies, including providing updates on operations and addressing potential issues.							
1.1.3.12 Develop a virtual resource-sharing platform to provide information to title partners and other stakeholders (i.e., affiliate sites, job seekers, and businesses).							
1.1.3.13 Develop and/or refine the ARIZONA@WORK Maricopa County partner referral platform and ensure title partner utilization, including: 1.1.3.13.1 Semi-annually review efficacy and efficiency of referral platform and provide recommendations for improvement.							
1.1.3.14 Coordinate initial client services for all title partners including but not limited to front desk responsibilities, resource rooms, and computer labs.							
2.0 Reporting							
2.1.1 Gather data including but not limited to quarterly title partner performance data, as required by WIOA, and provide a combined report as requested by the MCWDB.							
2.1.2 Gather monthly success stories from all title partners and submit them to the MCWDB by the first day of the following month-end.							
2.1.3 Present quarterly verbal and/or written reports to the MCWDB, including but not limited to: 2.1.3.1 Number of referrals between title partners 2.1.3.2 Ratio of referrals to enrollments into partner programs 2.1.3.3 Number of co-enrollments between title partners 2.1.3.4 System training and professional development sessions and outcomes 2.1.3.5 System partner meetings and outcomes			<i>Will focus on quarterly</i>				
2.1.5 Submit an annual report to include program year statistics, OSO activities, best practices, and other information as requested by the MCWDB.							
2.1.6 Meet with MCWDB designee monthly to provide updates and address issues.							

3.0 Administration and Compliance							
3.1.1	Comply with WIOA law and regulations, federal Uniform Guidance Requirements, State,			In Progress	50%		To be discussed/reviewed with OSO - no official rating.
3.1.2	Ensure the primary focus of the OSO is on the customer and not the program and/or			In Progress	50%		To be discussed/reviewed with OSO - no official rating.
3.1.3	Comply with Federal regulations and procurement policies relating to the calculation and use of profits, including those at 20 CFR § 683.295, the Uniform Guidance in 2 CFR Part 200 including the contractual provisions in 2 CFR 200.326 and 2 CFR part 2900, and other applicable regulations and policies. DOL Training			In Progress	50%		To be discussed/reviewed with OSO - no official rating.
3.1.4	Thoroughly learn and remain knowledgeable on all aspects of WIOA policy, performance metrics, title partner programs, and system-wide services.						
3.1.5	Have the capability to modify their offering to comply with any new revised WIOA regulations			In Progress	50%		To be discussed/reviewed with OSO - no official rating.
3.1.6	Provide services as the "ARIZONA@WORK Maricopa County OSO" and under the ARIZONA@WORK Maricopa County brand regardless of organizational affiliation			In Progress	50%		To be discussed/reviewed with OSO - no official rating.
3.1.7	Disclose any potential conflicts of interest			In Progress	50%		To be discussed/reviewed with OSO - no official rating.
3.1.8	Attend MCWDB meetings, committee meetings, and other requested meetings as directed by County staff						
3.1.9	Adhere to performance assessment requirements outlined by MCWDB staff			In Progress	50%		To be discussed/reviewed with OSO - no official rating.
3.1.10	Submit a general ledger summary of expenditures to the fiscal agent and MCWDB staff by the tenth day following the end of a month. These reports shall be sent to: 3.1.10.1 MCWDB staff (contact info will be provided in the final awarded contract.) 3.1.10.2 Expenditures for the One-Stop System will comply with 2 CFR 200; Public Law 113-128 of the 113th Congress described as the WIOA and Federal and State regulations.						
4.0 Continuous Improvement Activities							
4.1.1	Develop and complete an initial needs analysis , with a focus on Human-Centered Design, within the first two quarters of the contract start that identifies gaps and/or challenges in integrated service delivery and present an action plan of recommended areas of improvement to MCWDB: 4.1.1.1 Identify the main priorities for the year from each title partner program 4.1.1.2 Work in collaboration with MCWDB Staff to develop a timeline for implementation of needs analysis recommendations 4.1.1.3 Conduct a quarterly review of the needs analysis outcomes to track progress and points of improvement 4.1.1.4 Annually assess the needs analysis to assure it is current and relevant						
4.1.2	Analyze existing customer satisfaction surveys for title partner programs and develop new surveys as requested by title partners or MCWDB: 4.1.2.1 Compile survey data semi-annually and identify areas of improvement in system collaboration and service delivery 4.1.2.2 Develop an action plan for improvement and assist title partners in implementation 4.1.2.3 Share survey data with MCWDB or designee as requested						
4.1.3	Coordinate and adjust delivery practices in collaboration with partner programs based on the data collected for all initiatives						
4.1.4	Encourage regionalism and collaboration amongst other LWDA's including utilization of a unified referral platform						
4.1.5	Work with the MCWDB as needed for specific projects and initiatives. All products developed by the contractor remain the property of the County and must adhere to the identification of the funding source per state fiscal policy						
4.1.6	Explore partnerships and expand resources available to the ARIZONA@WORK Maricopa County workforce system						
4.1.7	Develop and maintain community and educational partnerships including outreach to At the direction of the MCWDB, develop marketing materials (flyers, social media graphics, etc.) that combines title program partner information to disseminate among participants						OSO will assist the MCWDB, not solely be responsible.



Information/Discussion/Possible Action.

FY24

MCWDB Committee Structure



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FY 2024 Maricopa County Workforce Development Board Committee Structure Discussion

Steve Clark

June 15, 2023



Current Structure

- Executive Committee
- Youth Committee
- Employer Connection Committee
- Marketing & Outreach Committee



Future Plans

Youth Committee (Mandatory)

- Continue to bridge the gap between youth and career pathways
- Continue to broker relationships between K-16 and the workforce
- Overseeing a comprehensive youth program



Future Plans

Employer Connection Committee

- Continue to build capacity with employers
- Continue to analyze trends in the in-demand industries
- Recommend system enhancements to Executive Committee
- Analyze the talent pipeline
 - Project future workforce needs



Future Plans

Marketing & Outreach Committee

- Sunset in FY 23
- Integrate marketing efforts with Human Services Department



New Committee Considerations (March 16)

- Talent Pipeline Committee
- Business and Workforce Engagement Committee
- Regional Workforce Initiatives Committee



New Committee Considerations (March 16)

Talent Pipeline Committee

- Imbed talent pipeline into Employer Connection Committee
- Regional Workforce Initiatives Committee-new committee



Proposed New Committee

Regional Workforce Initiatives Committee

- Focusing on outcomes of the Arizona Workforce Summit
- Regionalism is encouraged by WIOA legislation
- Include members from COP, Pinal, and MC



FY 2024 Executive Committee Recommendation

1. Sunset Marketing & Outreach Committee
2. Add Regional Workforce Initiatives Committee



FY 2024 Committee Summary

- Executive Committee
- Youth Committee
- Employer Connection Committee
- Regional Workforce Initiatives Committee



Thought/Suggestions?





Information/Discussion Only.

MCWDB Training: Title II



MARICOPA COUNTY

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Maricopa County Title II Adult Education Program Overview

AN ESSENTIAL PARTNER IN THE WORKFORCE DEVELOPMENT SYSTEM

Overview of Programs, Services, and Locations



ADULT EDUCATION & LITERACY

TITLE II - AT A GLANCE



**Title II is a core partner
in the workforce
development system**

Title II is key to implementing
the State Plan,
including the development
of career pathways
to provide access to
high-demand, regionally significant
employment
and training services



**20 Title II Providers
across the
State of Arizona**



**9 Providers locally
serving
City of Phoenix/
Maricopa County**

Providers serving the 3
local workforce areas:
Maricopa County, City
of Phoenix, & Pinal County



**Based on FY20 data,
approximately 6,000
individuals were served
in Maricopa County/City of
Phoenix**

MISSION OF ARIZONA ADULT EDUCATION

To Prepare Learners for Success in College, Career, and Life

System Goal: Serve as an integral component of Arizona's educational pipeline, leading to postsecondary education and career pathways.

Professional Goal: Empower adult learners to transition to postsecondary education and livable-wage employment.

Instructional Goal: Prepare adult learners for success in postsecondary education and the workforce.



**Adult Education
Services**

ADULT EDUCATION

WHAT DO WE DO?

- Adult Basic Education (ABE) Classes
- High School Equivalency (HSE) Completion
- GED Test Preparation
- English Language Acquisition for Adults (ELAA)
- Workforce Preparation
- US Civics
- Digital Literacy
- Integrated Education and Training (IET)

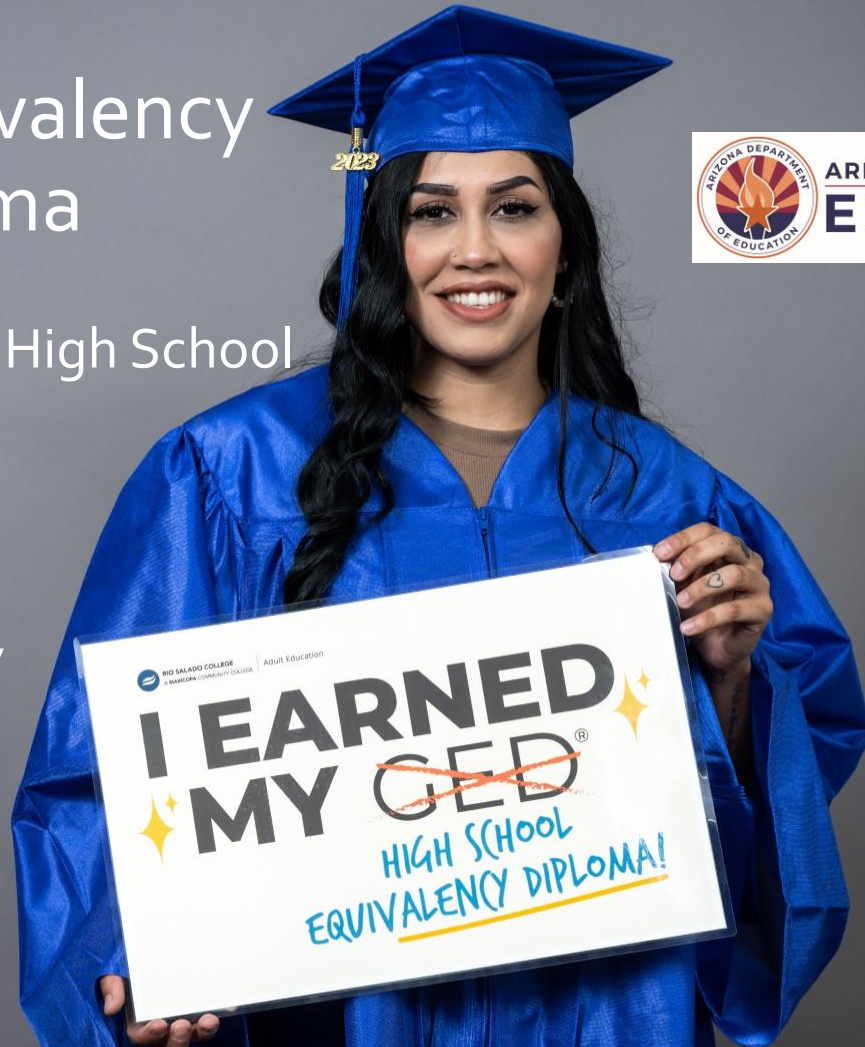


High School Equivalency (HSE) Diploma



Three Ways to Earn a High School Equivalency Diploma

- GED Testing Pathway
- College Credit Pathway
- HSE PLUS Career Readiness Pathway





PURPOSE OF ADULT EDUCATION

- Increased self-sufficiency
- Employment skills
- High school equivalency diploma
- Post-secondary education and skills training
- Improved English communication skills
- Better ability to care for family financially

**Workforce Development
is the Focus**

Workforce Development is the Key to Adult Education



TITLE II ADULT EDUCATION PROGRAMS SERVING MARICOPA COUNTY



Queen Creek
Adult Education



RIO SALADO COLLEGE
A MARICOPA COMMUNITY COLLEGE



LITERACY VOLUNTEERS OF
MARICOPA COUNTY



TITLE II ADULT EDUCATION PROGRAMS SERVING MARICOPA COUNTY

Title II Education Programs receive grant funding from the WIOA Federal grant process through the Arizona Department of Education.

Title II Education providers:

- Arizonans 16 years or older with valid govt issued ID are eligible.
- Accessible and open 12 months a year either in-person, online/virtual, and/or hybrid.
- Grant mandated to work closely with workforce service providers and other community stakeholders.
- Held to accountability standards and audits from AZ Dept of Education.

List of Title II programs contact info / registration information:

<https://www.azed.gov/adultedservices/Adult-Education-Programs>

QUESTIONS





Information/Discussion Only. Healthcare Career Pathways at Banner



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Strengthening Arizona's Healthcare Workforce Pipeline

A presentation for Maricopa County Workforce Development Board

Marea Bryson, MA, BA | *Director, Talent Management & Workforce Development*

Breanna Roland, BS | *HR Program Manager, Career Pathways*

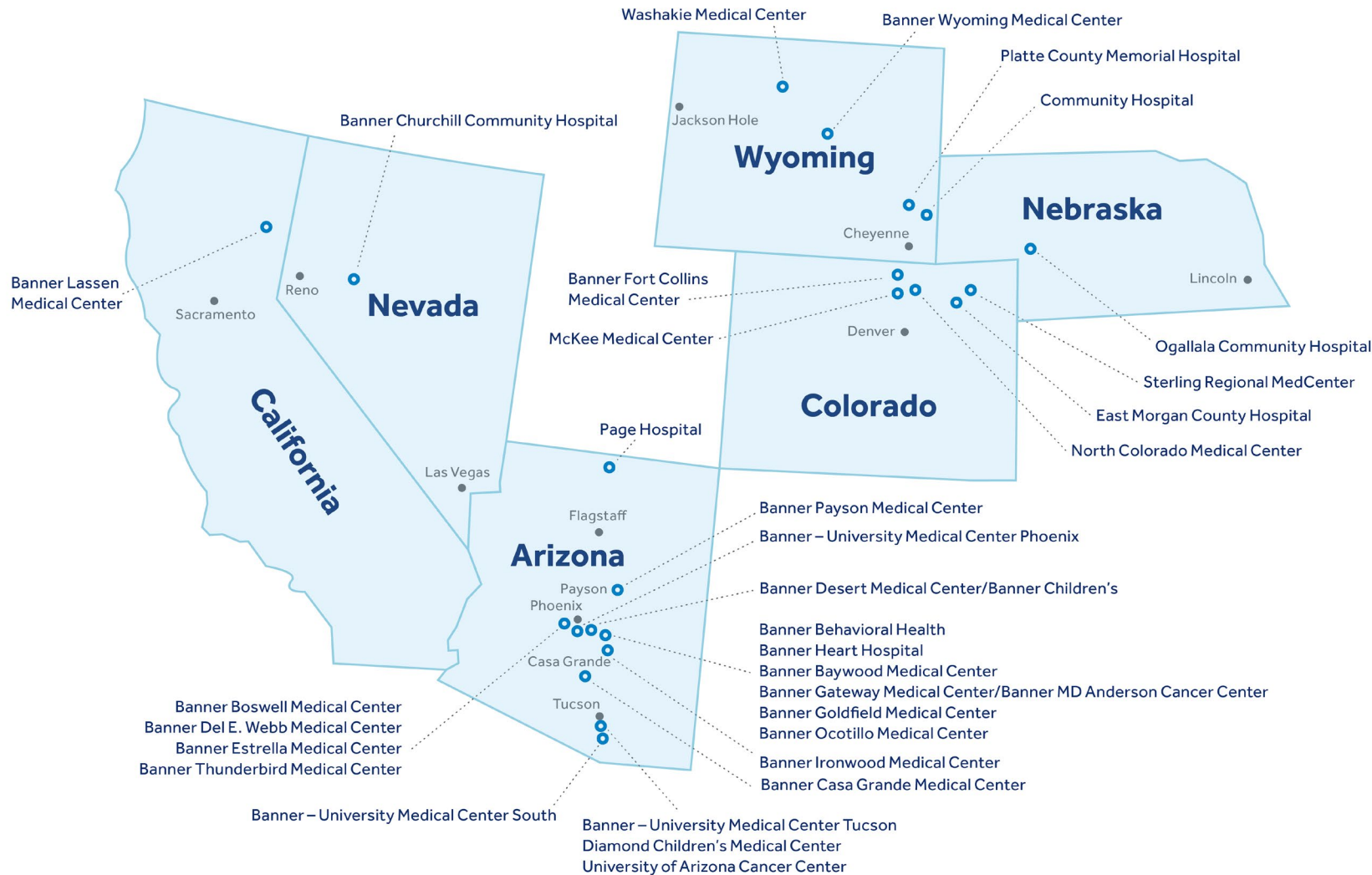
Our Mission: Making health care easier so life can be better

Nonprofit Banner Health is one of the nation's largest and most respected health care systems, distinguished for clinical excellence, innovation, and operational integrity.

Headquartered in Phoenix, Arizona, Banner operates 30 hospitals, including three academic medical centers, three in-patient pediatric medical centers, and a host of other related health care entities across Arizona, California, Colorado, Nebraska, Nevada, and Wyoming.



Banner Service Areas



Portfolio



Insurance



Ambulatory



Acute



Post-Acute



Services
(Pharmacy, lab, telehealth, etc.)

What we are seeing in the United States

47.4M

U.S. workers quit their jobs in 2021

40%

of employees that switched jobs in 2021 were looking for new jobs in 2022

94%

of employees will stay at a company if they believe it is invested in their careers

What's happening at Banner

18.8%

YTD Annualized Voluntary Turnover
(15.7% for RN's)

4,404

Current Vacancies

21,457

Hires in 2022
(2023 YTD: 8,837)

Investing in our Team Members

MVP+ recognitions

2022: 20,143 awards, totaling **\$1,371,725**
2023 YTD: 10,034 awards, totaling **\$521,025**

Banner Wage and Pay practice Actions

Implemented aggressive pay strategy
2021 Investment: **\$83M**
2022 Investment: **\$59M**
2023 YTD Investment: **\$45.5M**

Starting Pay Rate Increases

Avg Start Wage increased by 10% for 7 critical care delivery roles

Minimum Wage for all jobs is \$15/hr

RNs

Special pay increases for RNs at one-year \$5.2M annual spend (\$1.4M 2022)

Introduced RN Loyalty Program impacting more than **5300 RNs**, 2022 Investment: **\$5.7M**

Growing population outpacing growth in health worker labor force

13.9%

Arizona's population growth in **10 years**

No. 1

With **15.8%** growth, Phoenix is the fastest growing city in U.S.

14th

Arizona is the 14th **most populous state** in the U.S.

8:1000

Arizona **RN to population ratio**

Our Response: Building Our Bench

Opportunities to stabilize the health care work force.

Career Pathways

Building specific pipelines for hard to fill roles within healthcare.



Career Pathways In Health Care

Pathway Goals

1

Build a pipeline of team members ready to move into high-priority clinical roles.

2

Remove barriers that stop team members from advancing their career.

3

Encourage team members to see Banner as a place to have a career, not just a job.

Available Career Paths



Certified Patient Care Assistant

Provide routine patient care and documentation to help the overall plan of care.



Certified Medical Assistant

Responsible for assisting clinicians and nursing staff in giving medical care and helping with patient care.



Certified Sterile Processing Technician

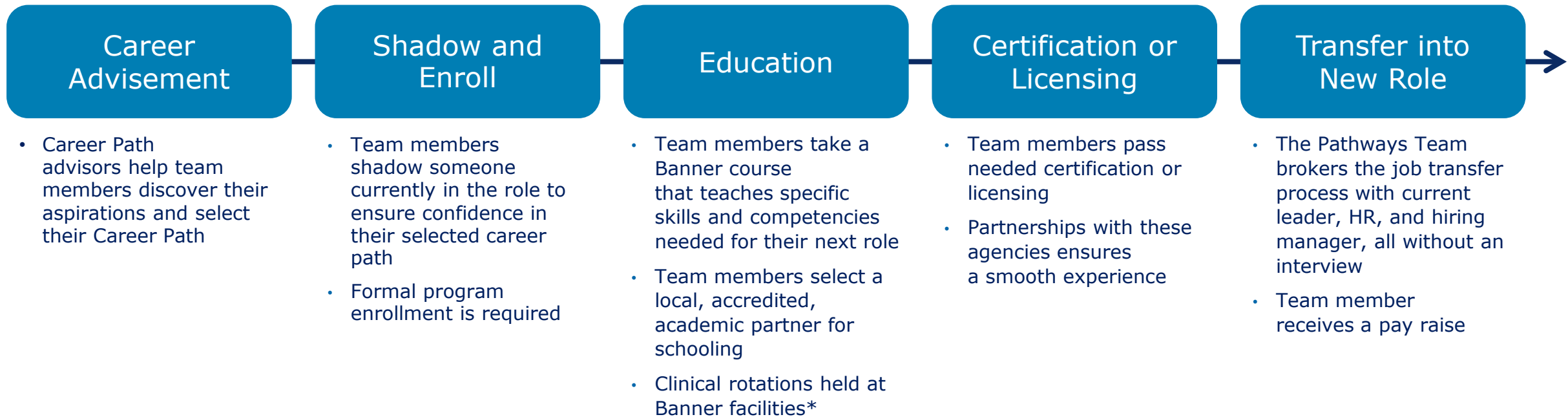
Manages the proper care of instruments including assemble, cleaning and distribution.



Career Pathways

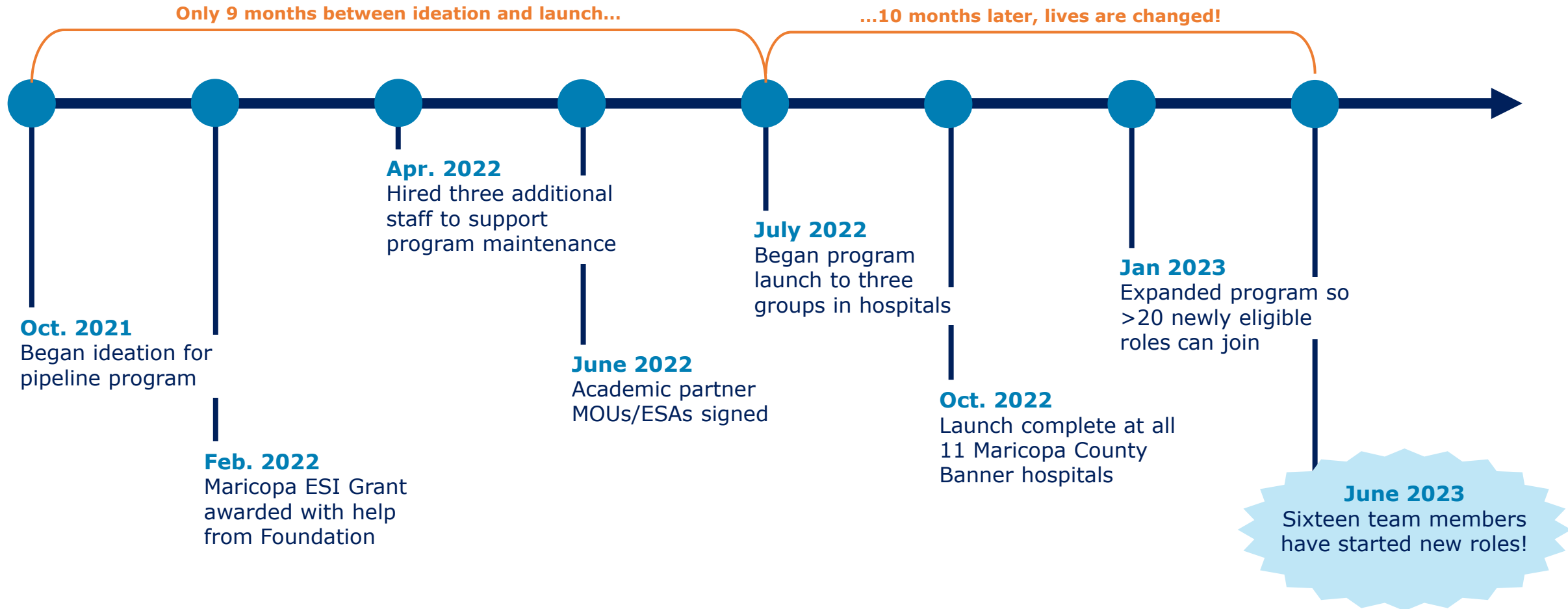
At each step in their path, our team members complete targeted development to help them achieve their career goal.

Time Spend in Program: 6-14 months



*Only exemption is if Banner doesn't offer a specific rotation requirement.

History and Timeline



Career Pathways: Current Impact

Career Pathways is live at all Banner Maricopa County locations.
This includes 11 hospitals, all regional clinics and corporate centers.

435 Interested Team Members

69 Participants in Active Career Paths
CPCA/CNA: 29 | MA: 18 | CSPT: 22

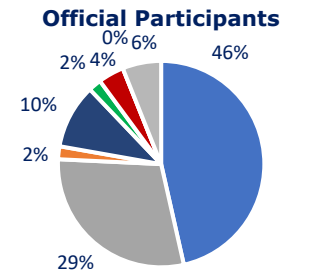
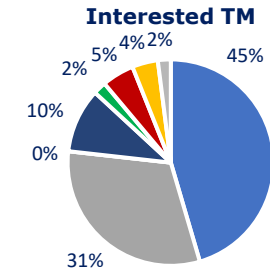
5 Program Graduates

Average Cost per Participant: \$5,773
We currently offer fully-covered tuition, laptops, required school supplies, resources for English as a second language, and support to obtain a high school diploma (including evaluating international diplomas).

Average Increase in Wage: 5.5%

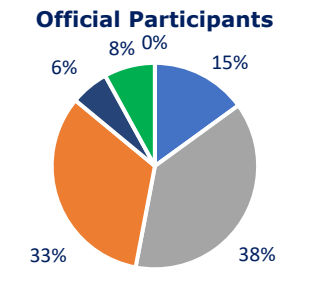
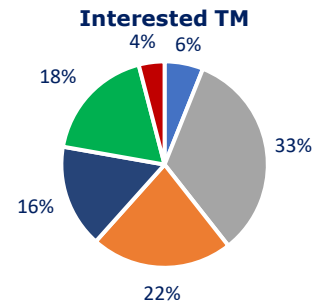
Race Diversity

- Hispanic or Latino
- White
- Native Hawaiian or Other Pacific Islander
- Black or African American
- Two or More Races
- American Indian or Alaska Native
- Asian
- Prefer Not to Answer



Age Diversity

- Equal or less than 20
- 21 - 30
- 31 - 40
- 41 - 50
- 51 - 60
- Equal or greater than 61



Interested TM: 81% Female, 19% Male
Official Participants: 69% Female, 31% Male

Changing lives and advancing careers!



Real Stories from Participants



Elizabeth, Program Graduate

"I still want to go to school and pursue nursing. So now with this knowledge, I feel confident enough to go and pursue the RN nursing program!"

My plan is to work in the emergency room and work my way up to becoming a trauma ICU nurse. I like challenges, so bring it on!"

Marina, Currently in a Career Path

"Thank you so much for my gifts. Thanks to you all, for the first time in my life I have my own computer. Thanks for the confidence and support that you all are giving me. God bless you all."



Successes and Challenges

We were thoughtful and proactive in designing the program, and nimble to address challenges as they arise.

Successes

- Proactive internal controls framework
- Scalable model for program across the system
- High touch advising approach to move team members through the pipeline and remove obstacles
- Accelerated rate to launch (9 months from ideation to launch)
- Removing barriers that previously prevented them from education and advancing in their career
- Filling high-priority roles

Challenges

- Limited seats in schools/faculty available for PCA/CNA
- High drop off rate after shadowing the role
- School availability
- Participants are subject to taxation on academic services and support items

Future

- Registered Apprenticeship
- Scale Support for Team Members: Increased Territory and/or Career Paths
- Economic Impact for Our Communities



Future: Registered Apprenticeships

Work in Motion

Create and vet workforce planning strategy for integrated apprenticeship in Banner hiring, training and placement model

Complete registration with the Arizona Apprenticeship Office

Gather list of schools already partnering with Banner

Goals

Employees in the Career Pathways program will be paid for educational experience and rotations

Continue to be an employer of choice for those looking to grow in the health care field

Increase retention for both mentors and apprentices

Strengthening Arizona's Healthcare Workforce Pipeline

Thank You

Questions? Email MyCareerPath@bannerhealth.com



Information/Discussion Only.

FY24 MCWDB Committee Chairs and Roster Recommendations



MARICOPA COUNTY

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FY 2024 MCWDB Committee Chair & Roster Recommendations

**Steve Clark
June 15, 2023**



FY 24 MCWDB Committee Chair Appointments

- Youth Committee, Dr. Joe Veres
- Employer Connection Committee,
Subhash Chandra
- Regional Initiatives Committee,
Bonnie Schirato



FY 24 MCWDB Committee Roster Recommendations

Executive Committee			Employer Connection Committee		
Leah Hill	Mayo Clinic	MCWDB Chair	Subhash Chandra	The Tungland Corporation Sevita	Committee Chair
Bonnie Schirato	Tivity Health	MCWDB Vice-Chair	Ismail Rangel	Arizona Department of Economic Security (Title III)	MCWDB Member
Shawn Hutchinson	Phoenix Electrical JATC Apprenticeship	MCWDB Second Vice-Chair	Marcia Veidmark	SSC Underground	MCWDB Member
Joe Veres	Grand Canyon University	Youth Committee Chair	Matt Clark	Verizon	MCWDB Member
Loren Granger	Wells Fargo	MCWDB Chair Appointee	Gregg Ghelfi	Maricopa County Industrial Development Authority	MCWDB Member
			Noelle Trinder	Banner Health	MCWDB Member
			Konrad Robichaud	Banner Health	MCWDB Member
			Jacob Evenson	Boilermakers - Local 627	MCWDB Member
			Scott Holman	TSMC	MCWDB Member
			Julie Stiak	Maricopa County Community College District	Non-MCWDB Board Member
Youth Committee			Regional Initiatives Committee		
Joe Veres	Grand Canyon University	Committee Chair	Bonnie Schirato	Tivity Health	Committee Chair
Tina Drews	Salt River Project	MCWDB Member	Liz Valdez	Arizona Department of Economic Security (Title Iv)	MCWDB Member
Jason Walker	Maricopa County Adult Probation	MCWDB Member	Scott Sudhalter	Software House International (IT)	MCWDB Member
Darcy Renfro	Maricopa County Community College District	MCWDB Member	Greene Martacho	Concord General Contracting	MCWDB Member
Sherie Steele	City of Peoria, Family & Youth Services Manager	Non-MCWDB Board Member	Steve Navis	Arizona Builders Association	MCWDB Member
Dr. Meredith Critchfield	Grand Canyon University	Non-MCWDB Board Member	Angela Creedon	Intel	MCWDB Member
Brittany Holmes	University of Arizona	Non-MCWDB Board Member	Melissa Boydston	Valley of the Sun United Way	Non-MCWDB Board Member
Jessica Putton	WestMec	Non-MCWDB Board Member	Joel Millman	Executive Director, Pinal County Workforce Development Board	Non-MCWDB Board Member
Nancy Stanford	Marriott Hotels	Non-MCWDB Board Member	Board Member	Pinal County Workforce Development Board	Non-MCWDB Board Member
Kathryn "Che" Collins	Habitat for Humanity	MCWDB Member	Board Member	Pinal County Workforce Development Board	Non-MCWDB Board Member
PENDING	Foster Youth Organization	Non-MCWDB Board Member	LaSetta Hogans	Executive Director, City of Phoenix Business & Workforce Development Board	Non-MCWDB Board Member
PENDING	Arizona Department of Education	Non-MCWDB Board Member	Board Member	City of Phoenix Business & Workforce Development Board	Non-MCWDB Board Member
PENDING	K-12 Non-Profit	Non-MCWDB Board Member	Board Member	City of Phoenix Business & Workforce Development Board	Non-MCWDB Board Member

FY 24 MCWDB Committee Roster Preferences

- Notify Steve if you prefer a change
- You may serve on more than one committee

