



**Phoenix Business and Workforce Development Board
Program Excellence Committee
Meeting Minutes**

**Virtual Meeting
August 04, 2022
9:00 a.m.**

Members Present:

Daniel Barajas, Chair
Meghan McGilvra, Vice Chair
Samantha Hansen
Jon Ellerston
Allison Benezra
Elizabeth "E" Cole
John Soto
Jaclyn Boyles

Committee Members Absent:

Karen Hartson
Scott Holman
Stacie Garlieb

Public Attendees:



Genie Usher (PBWDB Liaison)	Mark Carlisle
Stan Flowers	Todd Berndt
Susan Roger	Sandra Enriquez
Sylvia L. Hokey	Laura Whitehead
Demitria Robles	Amy Schofield
Reeta Devi	Gina Harper
Mary Alejandro	David Chavez
Dustin Panoff	Matalie Hastings
Eddie Borajas	Kweilin Waller
Tracee Spire	Ginger Spencer
Thomas Flynn	Kate Norman
Gina Montes	Jovanna Parkhouse

1. Call to Order / Roll Call:

Daniel Barajas, Program Excellence Committee (PEC) Chair, called the August 04, 2022, meeting to order at 9:04 a.m. Roll call was completed, and a quorum was present.

2. Approval of May 05, 2022, Meeting Minutes:

Daniel Barajas, Program Excellence Committee (PEC) Chair requested a motion to approve the May 05, 2022, PEC Meeting Minutes. **A motion to approve the May 05, 2022, Meeting Minutes**, was made by PEC Vice-Chair Meghan McGilvra, and seconded by PEC Member Samantha Hansen.

Approved:

Daniel Barajas, Meghan McGilvra, Samantha Hansen, Jon Ellerston, Allison Benezra, Elizabeth "E" Cole, John Soto, Jaclyn Boyles



Abstained: None

Opposed: None

Motion passed by majority

3. Demand Industries and Career Pathway Strategies:

David Chavez, City of Phoenix Workforce Development Supervisor of the youth program and the youth providers presented an overview to the committee on how the workforce programs implemented industry-focused career pathway strategies, the challenges the youth providers have encountered, and share what support is needed to help the youth program providers. Amy Schofield with Neighborhood Ministries discussed the organization's "Level Up Workforce" program with career pathway examples for healthcare, information technology, advanced business services, manufacturing, and construction. Gina Harper with Jewish Family and Children's Services explained the organization's "Real World Job Development" program with examples from healthcare and non-industry focused careers such as cosmetology and barbering. Reeta Devi with Chicanos Por La Causa, Inc (CPLC) discussed how the organization educates the youth on cost efficient educational pathways along with their choice of educational programs. Also, CPLC provided an overview of the focused and non-industry focused sectors with career pathways. Dustin Panoff with YMCA provided an overview of how many students entered into the dental assisting, cosmetology, CNA, barbering, and phlebotomy programs with career pathway strategies.



Martin D. @WORK

*Photo taken prior to pandemic

**Career Pathway Strategies
WIOA Youth Program**

Performance Excellence Committee
June 2, 2022

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Overview

•Career Pathways

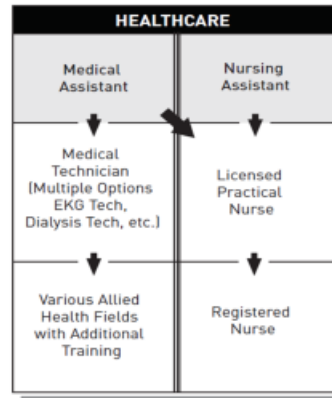
- Current Implementation Strategies
- Career Pathway Implementation Challenges
- Career Pathway Implementation Opportunities

•Youth Providers

- Neighborhood Ministries
- Jewish Family and Children's Services
- Chicanos Por La Causa
- Valley of the Sun YMCA

Career Pathways

- Align employment, training, education, and supportive services.
- Offer a clear pathway, of education coursework and/or training credentials.
- Align with employer-validated work readiness standards and competencies.



Youth Career Pathway Implementation Strategies

Career Pathways

- Prepares an individual to be successful;
- Includes counseling to support individuals achieving their goals;
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- Accelerates the educational and career advancement of the individual to the extent practicable;
- Enables an individual to attain a secondary school diploma or its recognized equivalent and at least one recognized postsecondary credential; and
- Helps an individual enter or advance within a specific occupation or occupational cluster.
- All career pathways must also include work experience opportunities for all participants.

Career Pathways Implementation Challenges

- Participant barriers and additional assistance needed to progress
- Struggling with barriers such as undiagnosed learning disabilities, trauma, poverty, computer access, childcare, transportation, mental health issues and/or housing insecurities
- Employment/Career opportunities with little to no experience
- Job requirements including COVID vaccinations, drug tests, age requirements and a GED/HS Diploma.
- ETPL listing up to date which sometimes puts a hitch in the timeline of the students starting.
- Need to work to live independently, leaving them no time career pathways.

Career Pathways Implementation Opportunities

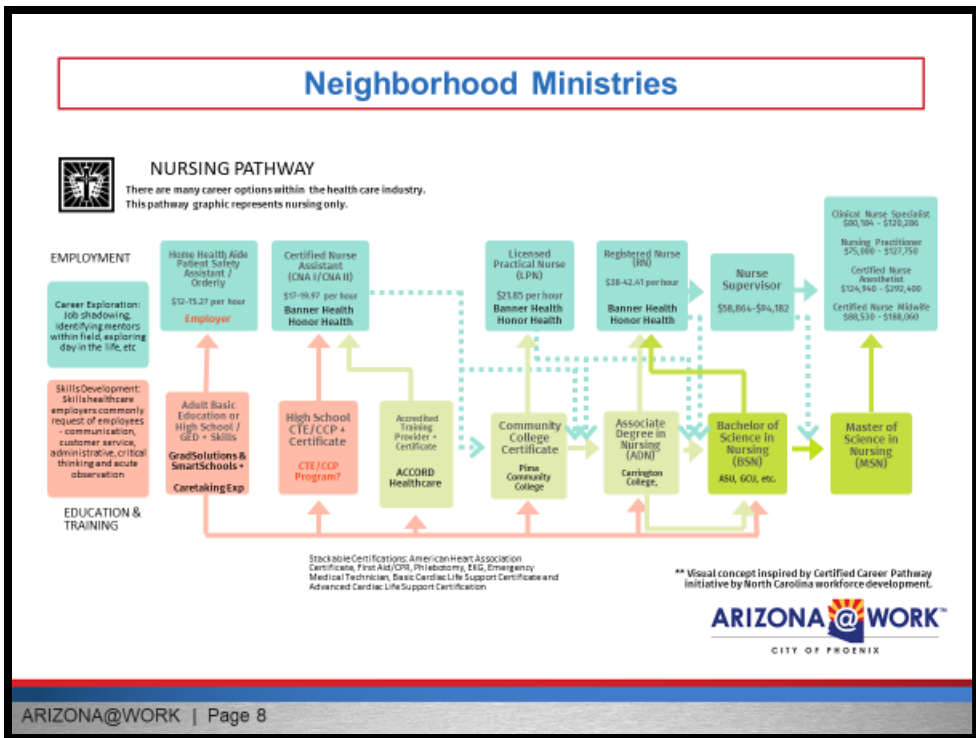
- Additional funding opportunities for unallowable WIOA expenses
- Youth focused industry focused sectors.
- Greater collaboration between job developers and with Business Team
- Review support services policy to keep up with inflation
- Increased understanding of special populations and how trauma and learning/emotional disabilities determine the pace of the youth.

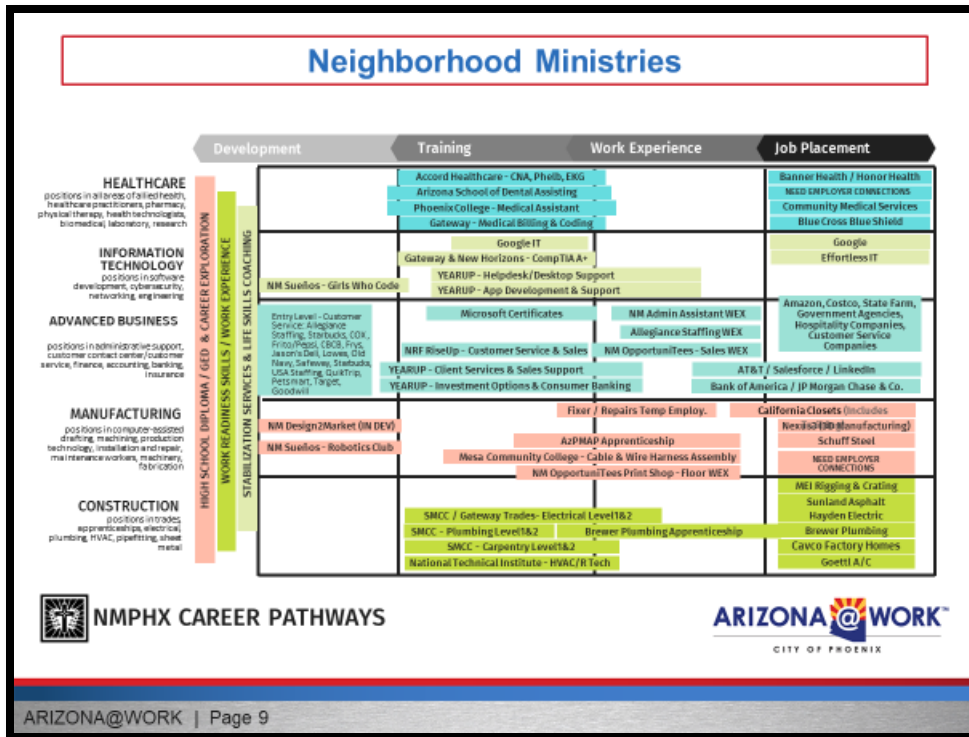
Neighborhood Ministries



NEIGHBORHOOD
MINISTRIES









REAL WORLD JOB DEVELOPMENT PROGRAM



Jewish Family and Children's Service

How Are The Youth Introduced to Industry Focused Pathway Strategies?

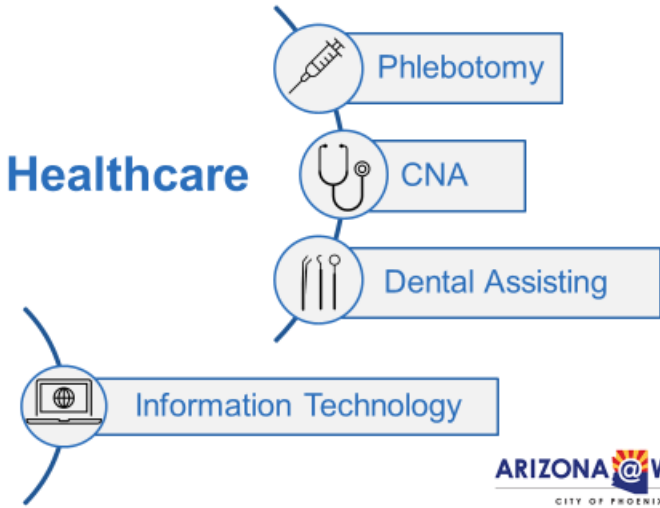


- Career Exploration—MY NEXT MOVE (*ONET)
- Review of Education, Training, Demand and Salary
- Career Exposure—Presentations/Visits on different career paths
- Paid Work Experiences in fields they are interested in



Jewish Family and Children's Service

What Industry-Focused Career Pathways Interest JFCS Youth?



Jewish Family and Children's Service

Non-Industry Career Interests of JFCS Youth

WELDING 	ART/ANIME 	VET TECH 	AUTOMOTIVE 
CULINARY 	COSMETOLOGY 	BARBER 	TATTOO 

Chicanos Por La Causa

**WORKFORCE
SOLUTIONS**



Chicanos Por La Causa, Inc.

YOUTH PROGRAM



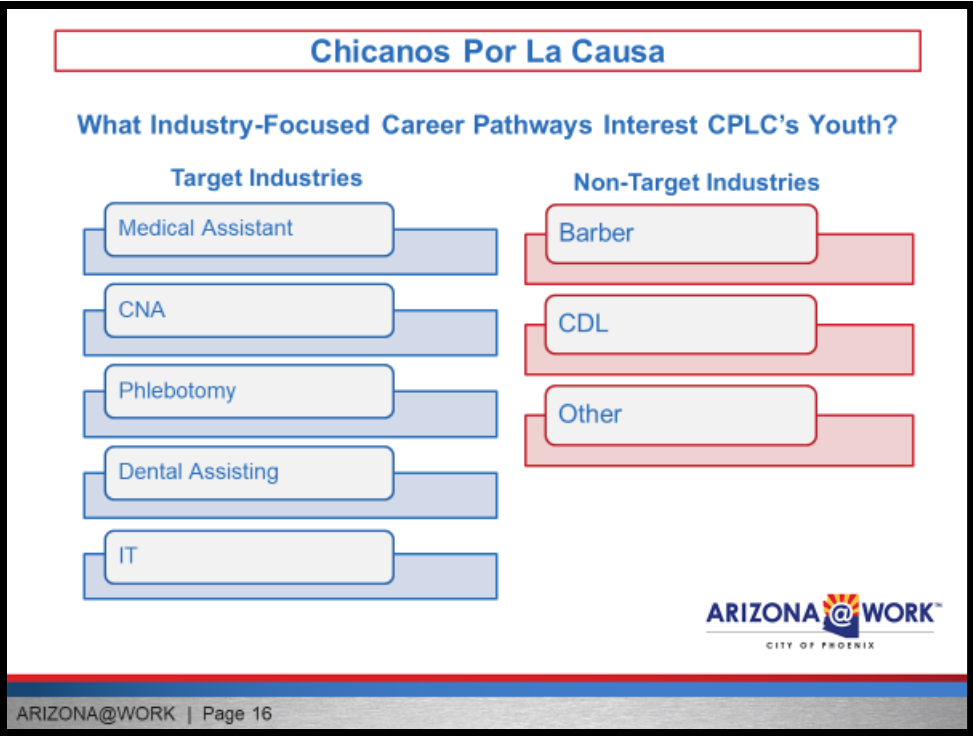
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Chicanos Por La Causa

**How Are The Youth Introduced to
Industry Focused Pathway Strategies?**

- Career Exploration — MY NEXT MOVE (*ONET)
- Review of Education, Training and in-demand jobs
- Career Exposure — Presentations
- Paid Work Experiences in the career of their choice



the 


FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

Y Achievers YOUTH Workforce Development

Empowering Youth to Create Opportunity

Presentation to
PEC

Valley of the Sun YMCA
June 2nd, 2022



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YMCA

Target Career Pathways

Dental Assisting	25
Cosmetology	14
CNA	10
Barbering	4
Phlebotomy	4





4. Diversity, Equity, and Inclusion Presentation:

David Chavez, City of Phoenix Workforce Development Supervisor with Kate Norman, DEI Coordinator for AmeriCorps will present on diversity, equity, and inclusion (DEI). The presentation will include the key components of DEI in relation to workforce. The Human Services Department developed focus groups to address diversity and inclusion of the workforce population. The presentation discussed the approach for data equity focusing on research targeting special populations and areas. The subject of single and young parents struggling with childcare was discussed. The barrier of mental health and workers with disabilities was addressed



during the presentation. The barriers for English language learners and justice involved individuals was discussed. Foster youth and individuals that have not completed high school was mentions as a main focus of the diversity and inclusion plan and research. Individuals who are unhoused, veterans, and residents in poverty were discussed as a main focus with the research showing the barriers and needs of these populations. The digital barriers for individuals who do not have direct access to the internet was discussed as a major barrier. The presentation provided solutions focusing on maintaining a resource directory for staff, uniting staff as a whole, and focusing on facilitating customers toward getting mental healthcare.

Meghan McGilvra, PEC Vice Chair, mentioned that she was impressed with the focus groups and research the Human Services Department did for the diversity and inclusion presentation.

Elizabeth "E" Cole, PEC member provided a suggestion stating the Human Services Department reach out to the Title II providers for assistance with English as a Second Language (ESL) for additional guidance and assessment tools.

Jon Ellerston, PEC member, mentioned that the Human Services Department reach out to him if vocational rehabilitation services were needed for the participants.



Martha M. @WORK

BWDD Diversity, Equity, and Inclusion Plan

Performance Excellence Committee
Ricky Duran, Data and Innovation Manager
Kate Norman, DEI Coordinator (AmeriCorps)
August 4th, 2022

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Innovative Workforce Solutions

Phased Approach to Data for Equity

Initial Assessment: Foundational research aimed at providing a stronger understanding of barriers to economic disengagement and need for supplemental support services to better serve Phoenix Job Seekers¹.

- Determination of Specialized Populations and Areas to target
- Performance-Driven Contracting
- Mobile Career Unit

1. Duran, R. (April, 2021). Aligning Workforce Development with the Needs of The Community: A geographic Analysis of Community Needs and Resources with Phoenix, AZ [Master's Thesis, Arizona State University].

Phased Approach to Data for Equity

Continuous Evaluation and Improvements:

Activities aimed at supporting the workforce team in developing and maintaining relevant and actionable resources and recommendations for DEI Efforts:

- **Continuous Validation of Data**
- **Strategy Development**
- Implementing tools to better monitor engagement and success for target areas and specialized populations (On-Going)

Specialized Population Determination

Alignment with Workforce Innovation and Opportunity Act (WIOA) eligibility criteria, as outlined in the WIOA policy:

Single and Young Parents	Workers with Disabilities
English Language Learners	Justice-Involved Individuals
Previously in Foster Care	High School Non-Completers
Unhoused Individuals	Residents in Poverty
Veterans	Individuals with Digital Barriers

Single and Young Parents- Feedback

- Many families prefer to leave children with people they know; friends, family members, neighbors (FFN).
- Childcare is a growing barrier to employment.
- Mental health is another barrier.

Single and Young Parents- Priority Actions

- Identify alternate funding for childcare to assist families who choose unofficial childcare.
- Provide Title II Partners resources to FFN interested in becoming certified as a family childcare provider.

Responsibility: Family Centered Employment

Workers with Disabilities- Feedback

- Partnerships have heavily suffered since the onset of the COVID-19 pandemic.
- There is a lack of resources partially due to the partnership issues.
- Need greater assistance with job application process and training
- Need a larger variety of opportunities

Workers with Disabilities- Priority Actions

- Revisit partnerships, especially with Vocational Rehab programs and other key partners,
- Collaboration and brainstorming with City of Phoenix Business Services Team

Responsibility: Program Supervisors and Equus

English Language Learners- Feedback

There is often no way of serving individuals with limited or no English proficiency.

- All centers reported a lack in Spanish speaking staff.
- Needing to take ESL courses can cause a huge delay for starting workforce readiness programming.
- Recent influx in refugee customers
 - Lack of resources for refugees

English Language Learners- Priority Actions

- Translate SOAR and other relevant materials into Spanish. Allow customers to complete SOAR in Spanish under the condition they are simultaneously enrolled in an ESL program.
- Re-evaluate current relationships with refugee-centered organizations and determine if additional partnerships would be beneficial.

Responsibility: Data and Research MAI,
WDS Special Projects

Justice Involved Individuals- Feedback

- Mental health is a huge barrier
- Increase in housing insecure ex-offenders at the North office because of nearby housing programs

Justice Involved Individuals- Priority Actions

- Identify resources in the community that provide mental health services to Justice Involved Individuals.

Responsibility: WDS Special Projects

Foster Youth- Feedback

- Disconnect between youth and adult programs
- Understanding the benefits of dual enrollment or services offered by youth providers

Foster Youth- Priority Actions

- Strengthen relationship between adult and youth programs.

Responsibility: Youth Program, Supervisors &
Career Development Committee

High School Non-Completion- Feedback

- Increase of participants with no diploma since COVID
- Relationship with ADE is not seamless
- GED Test costs can be a burden on clients

High School Non-Completion- Priority Actions

- Re-engage with Title II partners to offer customers enough support to complete the GED
- Strengthen relationship with youth programs and dual enrollment to incentivize completion of the GED

Responsibility: Job Center Supervisors.

Unhoused Individuals- Feedback

- Often do not have a way of receiving information in a timely manner
- Lack of resources available
- Customers not taking advantage of workforce services, have more pressing issues to deal with
- Mental health is a huge barrier.
- Housing costs have increased, which exacerbates the barriers this community faces.

Unhoused Individuals- Priority Action

- Provide relevant training to staff
 - (CARES, Heat Relief, Trauma Informed Care)
 - Deliver best practices in workforce services
- Recently hired a Workforce Development Specialist for Homeless population

Responsibility: Career Development Committee

Residents in Poverty- Feedback

- Reimbursement program creates new challenges for customers; many individuals do not have the money upfront to purchase a computer.
- WIOA Funding isn't enough to cover some training costs (Resolved).
- Customers are looking for second jobs to make ends meet; do not have time for training

Residents in Poverty- Priority Action

- Identify procurement or RFP for a provider who can support customers in these purchases with a debit or gift card.
- WIOA Funding Training recently increased to address the gap in funding.

Responsibility: WDS, Adult and Youth

Veterans- Feedback

- Mental health issues can bring challenges to individuals seeking assistance with workforce programs.
- Lack of community resources

Veterans- Priority Action

- Seek partnerships with veteran serving organizations, specifically any that provide mental health services.

Responsibility: WDS Special Projects

Digital Barriers- Feedback

- Lack of internet access or personal computers
- Lack of basic computer skills
- Computer skills training has caused challenges for customers.
- SOAR is not mobile friendly

Digital Barriers- Priority Action

- Procure a contract to provide computer skills training, allow for increased flexibility.

Responsibility: WDS Programs, AAll

Resources Across all Populations

Lack of knowledge about available community resources

- 36% of adult frontline staff identified a gap in resource information.
- 27% of youth provider staff identified a gap in resource information.

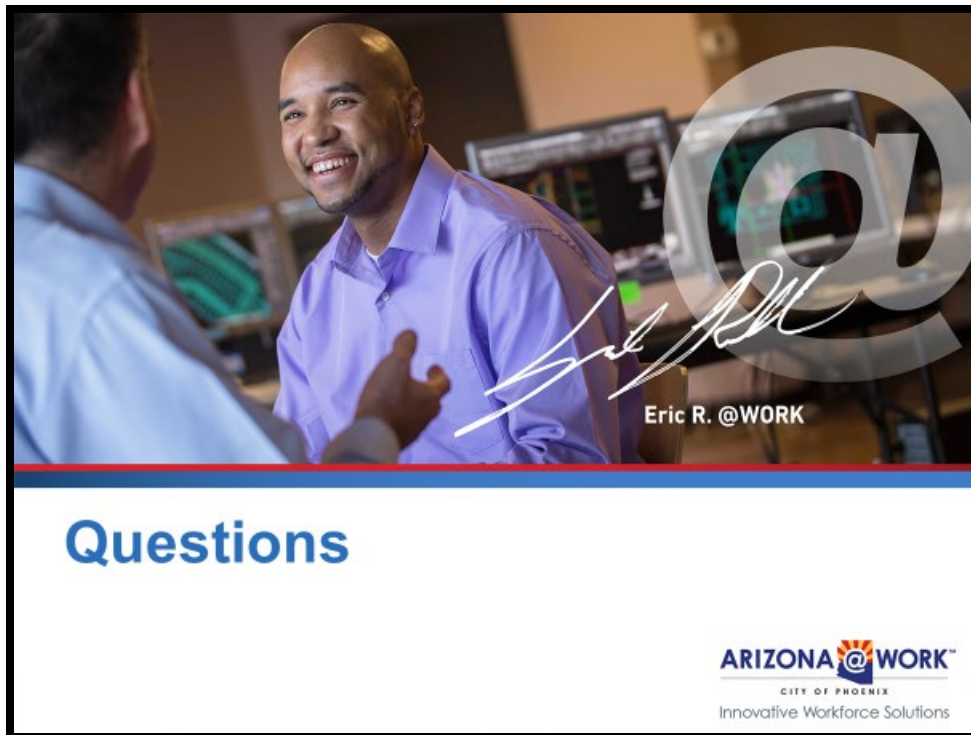
Resources Across all Populations Cont.

- Mental health as a barrier came in almost every target population.
- Many staff reported that customers needed basic needs met
 - Transportation
 - Housing
 - Food and water

Resource Actions

- Maintain Resource Directory and ensure all staff know how to access it.
- Unite Us
- Determine how we can facilitate customers getting mental healthcare.

Responsibility: WDS Special Projects



5. City of Phoenix Performance Negotiations:

Daniel Barajas, Program Excellence Committee (PEC) Chair provided a presentation regarding the Workforce Innovation and Opportunity Act Title I-B negotiated performance Levels for program years 2022 and 2023 agreed-upon by the State and representatives of the City of Phoenix Workforce Development Board. Performance accountability, performance indicators, and The Department of Labor's (DOL) role in performance management was explained during the presentation. A breakdown of the local workforce board performance cycle with the final



City of Phoenix Title IB performance levels for program years 2022-2023 was provided during the presentation. A detailed explanation of the impact of not meeting performance and City of Phoenix staff accountability to the PBWD board was provided.

During this time, a role call of the PEC members was initiated with introductions of their roles and responsibilities of their work duties.

Elizabeth "E" Cole, PEC member, mentioned that the same measures are used by core providers with their programs to initiate accountability and how accountability keeps core providers on track with providing services.

Performance management

TIME MONITORED

GOALS EFFICIENCY

B.S. C

BALANCED

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ARIZONA@WORK City of Phoenix
WIOA Title IB Negotiated
Performance Levels
PY 2022-2023

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WIOA Section 116 – Performance Accountability

- **Establishes performance accountability for Core Programs:**
 - WIOA Adult Program
 - WIOA Youth Program
 - WIOA Dislocated Worker Program
 - Adult Education and Family Literacy Act Program
 - Wagner-Peyser Act (Employment Services) Program
 - Vocational Rehabilitation Program

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US Department of Labor (DOL), Employment and Training Administration (ETA)

- Oversees the performance accountability provision of WIOA
- Coordinates with the Department of Education on the establishment of WIOA indicators of performance
- Manages the Workforce Data Quality Initiative
- Oversees the maintenance of wage record exchange systems

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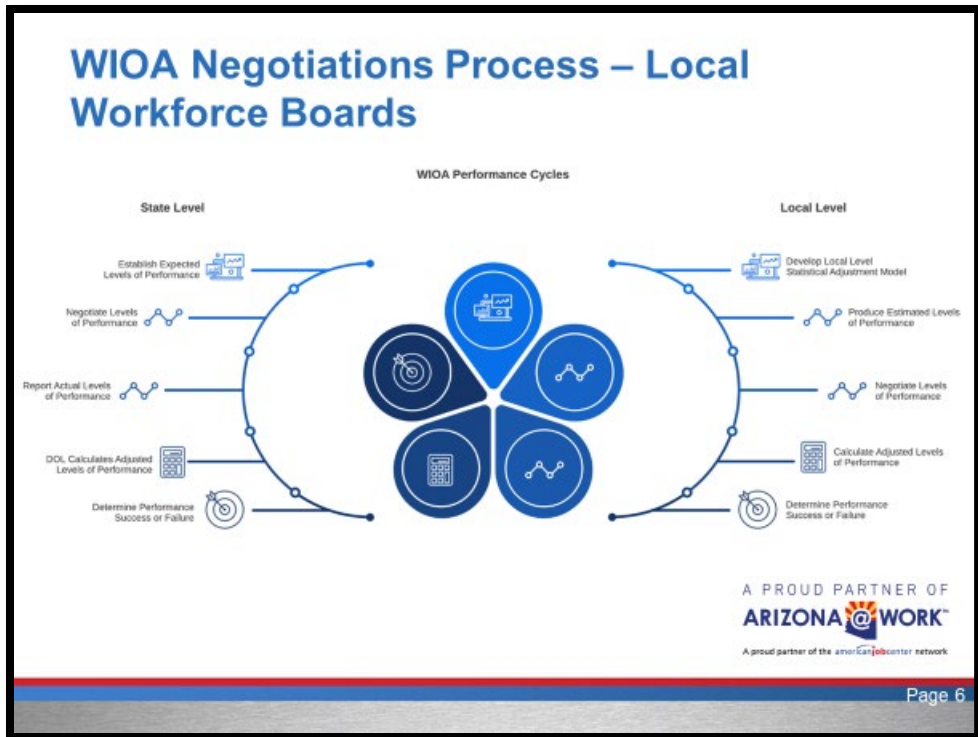
Negotiated Performance Metrics

Measure	Adult	Dislocated Worker	Youth
2nd Quarter Employment 07/01/20 – 06/30/21	67.20% (60.48%)	75.30% (67.77%)	71.30% (64.17%)
4th Quarter Employment 01/01/20 – 12/31/20	67.2% (60.58%)	72.3% (65.07%)	67.00% (60.30%)
Median Earnings 07/01/20 – 06/30/21	\$5,500.00 (\$5,260.00)	\$8,646.00 (\$7,781.40)	\$4,500.00 (\$4,050.00)
Credential Attainment (CA) 01/01/20 – 12/31/20	71.10% (63.99%)	70.0% (65.00%)	44.00% (39.60%)
Measurable Skill Gains (MSG) 07/01/21 – 06/30/22	59.20% (53.28%)	50.5% (45.45%)	52.30% (47.07%)
Excelling	At or Exceeding Negotiated Value		
Passing	90-99.9% of Negotiated Value		
Failing	Below 90% of Negotiated Value		
Corrective Action	Below 90% to Negotiated Value, For 2 or more consecutive Quarters		

Additional Performance Indicator - The effectiveness in serving employers

- Ensure a holistic approach to serving employers
- More to come on these metrics

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Performance Impacts

Combined local area/local workforce board performance impacts the state's performance outcomes

Staff at the Job Centers and providing Youth services are accountable to the Board for the contributions made to the local area performance



	Final Negotiated Targets for PY22	Final Negotiated Targets for PY23
Adult		
Employment 2 nd Quarter after exit	67.5%	67.5%
Employment 4th Quarter after exit	65.0%	65.0%
Median Earnings in the 2 nd quarter after exit	\$6,500	\$6,500
Credential attainment rate	69.0%	69.0%
Measurable Skills Gain	60.5%	60.5%
Dislocated Worker		
Employment 2 nd Quarter after exit	75.0%	75.0%
Employment 4th Quarter after exit	72.5%	72.5%
Median Earnings in the 2 nd quarter after exit	9,500	9,500
Credential attainment rate	70.0%	70.0%
Measurable Skills Gain	62.0%	62.0%
Youth		
Employment 2 nd Quarter after exit	72.0%	72.0%
Employment 4th Quarter after exit	70.0%	70.0%
Median Earnings in the 2 nd quarter after exit	\$5,044	\$5,044
Credential attainment rate	52.0%	52.0%
Measurable Skills Gain	55.0%	55.0%

ARIZONA@WORK City of Phoenix
Title IB Performance Levels for Program Years 2022 - 2023

Performance Impacts

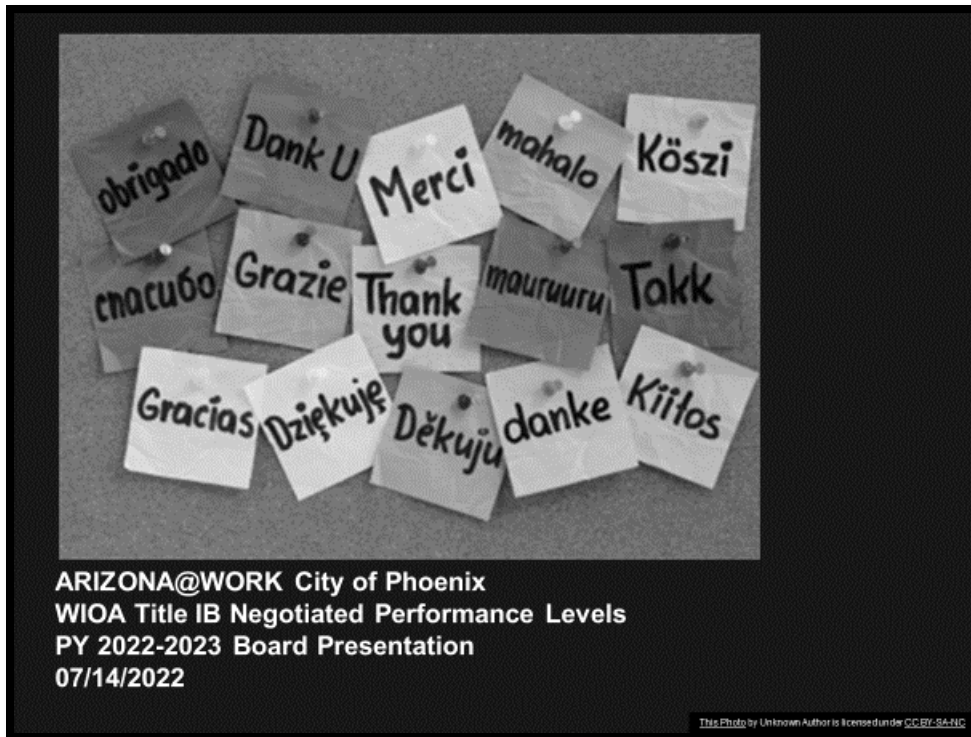
Consequences

Corrective Action

Sanctions

**For more information on substantial violations under Title I of the WIOA, please refer to the Arizona Department of Economic Security's [Substantial Violation, Sanctions, Decertification and Reorganization policy](#).*

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6. Scorecard Review and Strategies for Improvement:

PEC Chair, Daniel Barajas provided an update on how the scorecard is used to improve and create strategies that support providers and staff in reaching compliance and customer goals. The next meeting will focus on the instilling hope which is the main focus of the PEC scorecard. The discussion shared how the scorecard will be updated to meet the goals and needs for improvement with the new format of scorecard reporting.

Goal 1: Instill Hope.				
Strategies	Actions	Metrics	Timelines	Notes
1. Develop opportunities for individual connections and relationships to support vulnerable populations including youth and dislocated workers.	Action Item #1 Research with Youth Providers about peer-to-peer mentor and support network, and support a formal youth mentorship program.	Presentation to Board showing evidence of peer-to-peer mentor and support network and provide a summary of results with recommendations.	Quarterly starting 12/2020	
PEC Members: Daniel Barajas, Samantha Hansen	Action Item #2 Capture success stories from partners and collaborate with the Board Committees to disseminate success stories to the community at large.	Every 1st week of every quarter, all Title programs will publish success stories to include testimonials and highlight experiences on twitter, Instagram and Facebook.	Quarterly starting 12/2020	
	Action Item #3 Explore supportive services approaches modeled by Marcos de Niza and Aeroterra staff and management with vulnerable populations.	Summary report of presentations to Board.	Quarterly starting 12/2020	
	Action Item #4 Highlight new programs and exceptional outcomes about the Marcos de Niza, Aeroterra and other programs on the ARIZONA@WORK website, to educate all relevant partners and supporters.	Include link on website; present outcomes and share success stories to Board.	Beginning 07/2020	
	Action Item #5 Stimulate services for youth at all locations.	Research and provide an update to the board on the summary of services and best practices for youth programs and provide recommendations.	Beginning 09/2020	
	Action Item #6 Support dislocated workers to instill hope.	Research current practices and identify future opportunities that can be expanded to a variety of situations associated with layoffs and present findings and recommendations to the board	Beginning 09/2020	
	Action Item #7 Explore and support an initiative to coordinate services to support the employment of those who may be close to eviction.	Research and identify current relevant partners; identify specific supportive services and provide suggestions to Board.C9	Beginning 12/2020	
	Action Item #8 Research and support programs to activate financial self-sufficiency.	Identify programs for specific vulnerable populations; review success qualitatively, including testimonials.	Quarterly starting 03/2021	
2. Align with local investment in diversity and inclusion as a primary business strategy.	Recruit and retain talent from diverse communities to refresh perspectives and stimulate innovation.	Develop a plan for recruitment; report numbers by category of individual to Board.	Quarterly starting 09/2020	
PEC Members:	Implement responsive and flexible solutions to enrich the workforce through diversity.	Identify effective approaches; report implementation to Board.	Quarterly starting 09/2020	
3. Show promise for individuals seeking careers through the sharing of simple approaches.	Action Item #1 Create visuals around the centers to educate job seekers about examples of success.	Identify effective approaches; design plan for sharing with job seekers; report successes to Board.	Quarterly starting 01/2021	
PEC Members: Meghan McGilvra	Action Item #2 Create visuals that showcase comparative value of specific careers to increase buy in from participants at the centers.	Integrate best practices from Career Guidance Specialists; develop talking points to use with people who can benefit.	Quarterly starting 03/2021	
	Action Item #3 "Bundle" training to create a realistic pathway through portable, stackable credentials.	Develop a minimum of 3 examples of Career Pathway training that can be applied and expanded.	Beginning 12/2020	
	Action Item #4 Utilize community partnerships to effectively disseminate the success of various career pathways to populations we serve.	Develop a list of potential outreach partners with periodic check ins.		
4. Ensure ROI for Workforce Development in the City (Shared strategy with BWECC)	Establish and sustain a pipeline for optimizing future force based on LMI.	(1) Amount of expenditure; (2) Number of people hired	Quarterly starting 01/2021	
PEC Members: Jon Ellerston	Educate board, staff, and partners on return-on-investment concepts.	Number people terminated versus employed	Quarterly starting 03/2021	
	Proactively communicate baseline ROI measures and set regular reporting schedule to report change to the Board.	Level of Expenditure Number of people trained, developed in-house, promoted from within.	Quarterly starting 07/2021	
		EMSI and BLS (and other as confirmed by Business Services)	Quarterly starting 07/2021	

7. Committee Report Form:



PEC Chair, Daniel Barajas recapped what will be included on the PEC Report Form that is sent monthly to the ELC and PBWD Board and how the report will align with the scorecard strategies.

8. Matters for Future Discussion:

- Continue the scorecard discussion (historical background of the scorecard, occupations, creating workgroups, and a discussion regarding career pathways)
- Instilling hope presentation

9. Call to the Public & Open Discussion:

No other public comments were recorded.

10. Adjournment:

A motion to adjourn the meeting was made at 10:34 a.m. by PEC Vice-Chair Meghan McGilvra and seconded by PEC Member, Elizabeth “E” Cole.

Approved: Daniel Barajas, Meghan McGilvra, Samantha Hansen, Jon Ellerston, Allison Benezra, Elizabeth “E” Cole, John Soto, Jaclyn Boyles

Opposed: None

Motion passed unanimously