



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

**Virtual Meeting  
September 1, 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  
Scott Holman

**Committee Members Absent:**

Karen Hartson  
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:**

Meghan McGilvra, Program Excellence Committee (PEC) Vice Chair, called the September 1, 2022, meeting to order at 9:01 a.m. Roll call was completed, and a quorum was present.

**2. Approval of August 04, 2022, Meeting Minutes:**

Meghan McGilvra, Program Excellence Committee (PEC) Vice Chair requested a motion to approve the August 04, 2022, PEC Meeting Minutes. **A motion to approve the August 04, 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**

**1. One Stop Operator Overview Presentation:**

Stacey Van Emst, City of Phoenix One Stop Operator, Project Director, provided an overview and discussion regarding the role of the One-Stop Operator, their specific deliverables, and how they coordinate service delivery, partner programs and services.



## One-Stop Operator Overview

August 2022

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## The One-Stop Operator

*The role of the one-stop operator is to coordinate the service delivery of participating one-stop partners and service providers.*

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## Required One-Stop System Partners

### CORE WIOA PARTNERS

- ❖ WIOA Title IB Adult, Dislocated Worker and Youth
- ❖ WIOA Title II Adult Education and Literacy
- ❖ WIOA Title III Wagner-Peyser Employment Services
- ❖ WIOA Title IV Vocational Rehabilitation
- ❖ **Carl Perkins Career Technical Education**
- ❖ **Title V Older Americans Act**
- ❖ **Job Corps**
- ❖ **Native American Programs** (section 166)
- ❖ **Migrant Seasonal Farmworkers** (section 167)
- ❖ **Veterans – DVOP or LVER**
- ❖ **Youth Build**
- ❖ **Trade Adjustment Assistance Act**
- ❖ **Community Services Block Grant**
- ❖ **Housing & Urban Development**
- ❖ **Unemployment Compensation**
- ❖ **Second Chance**
- ❖ **Temporary Assistance for Needy Families**

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## Other One-Stop Partners

### Community Based and Faith Based Organizations

- ❖ Food Banks
- ❖ Shelters (homeless, domestic violence)
- ❖ Utility Assistance
- ❖ Medical Clinics
- ❖ Populations specific (Veterans, Foster Youth)

### Business Partners

**Training: K-12, Community Colleges, Universities, Post - Secondary Schools**

**Government Agencies: Probation, Health Services, Behavioral Health**

### Industry Associations

- ❖ Chambers
- ❖ Small Business Associations

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## One-Stop Delivery System

The One-Stop Delivery System is a system under which entities responsible for administering separate workforce investment, educational and other human resource programs and funding streams (referred to as One-Stop partners) **collaborate to create a seamless system of service delivery** that will enhance access to the programs and services and improve long- term employment outcomes for individuals receiving assistance.

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## Memorandum of Understanding

Local Workforce Boards, with agreement of the Chief Elected Official, are responsible for entering into a Memorandum of Understanding (MOU) with each of the required partners. The MOU outlines the operations of the overarching One -Stop Delivery system (WIOA Section 121 c).

### **Three Components of the MOU.**

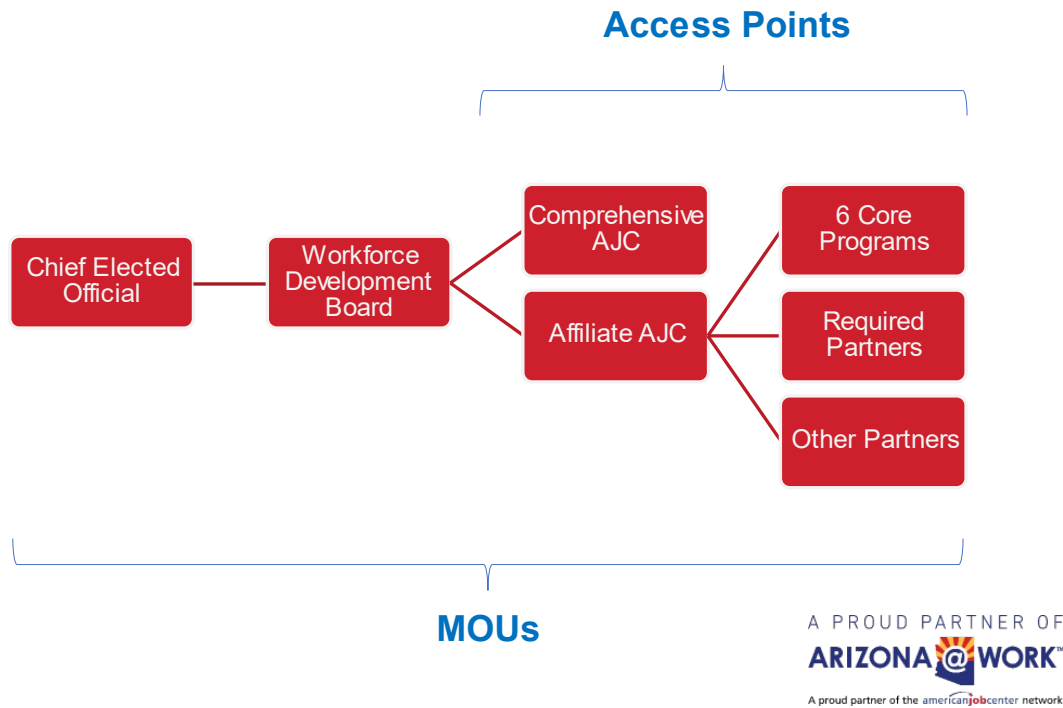
1. Shared Customers
2. Shared Services
3. Shared Costs

## The One-Stop System



Comprehensive Centers	Affiliate and Specialized Centers
<ul style="list-style-type: none"> <li>Every local workforce area must have at least <b>one comprehensive AJC</b> that provides <b>universal access</b> to the full range of employment services, training and education, employer assistance, etc.</li> <li>A comprehensive AJC is a physical location where job seekers and employers have <b>ACCESS</b> to the programs, services, and activities of all the required AJC partners.</li> </ul>	<ul style="list-style-type: none"> <li>An affiliate AJC is a center that offers job seekers and employers one or more of the AJC programs, services, and activities.</li> <li>These types of centers serve as <b>ACCESS POINTS</b> into the local AJC system, but is not required to provide access to every required AJC core or partner service</li> <li>Affiliate AJCs can be specialized centers that address specific needs of a target population or key industry sector or cluster.</li> </ul>

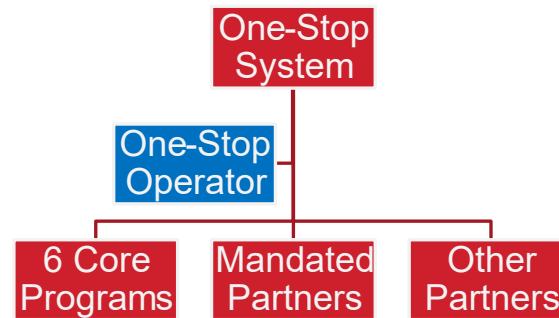
## The One-Stop System



## One-Stop System Management (TEGL 16-16)

The management of the American Job Center network is the shared responsibility of States, local workforce development boards, elected officials, the six WIOA core program partners, required one-stop partners and other additional one-stop partners, American Job Center operations and service providers.

The One-Stop Operator coordinates the service delivery of the one-stop partners and service providers for the One-Stop System.



## What is the role of the One-Stop Operator?

At a minimum, the one -stop operator must **coordinate the service delivery of required one -stop partners and service providers.**

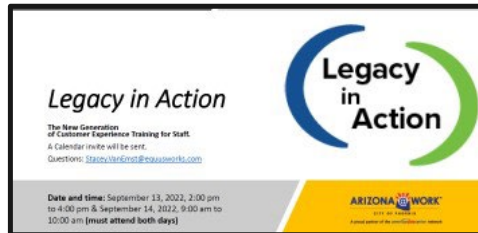
Local WDBs may establish additional roles of the one -stop operator, including, but not limited to:

- ❖ Coordinating service providers across the 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.

## What is NOT the role of the One-Stop Operator?

- ❖ Convene system stakeholders to assist in the development of the local plan;
- ❖ Prepare and submit local plans (as required under sec. 107 of WIOA);
- ❖ Be responsible for oversight of itself;
- ❖ Manage or significantly participate in the competitiveness select process for one-stop operators;
- ❖ Select or terminate one-stop operators, career services and youth providers
- ❖ Negotiate local performance accountability measures; or
- ❖ Develop and submit budget for activities of the local WDB in the local area.

## One-Stop Operator Deliverables



- ❖ Training: Professional Development, Legacy in Action Customer Service Training, Integration Training and New Partner Onboarding.

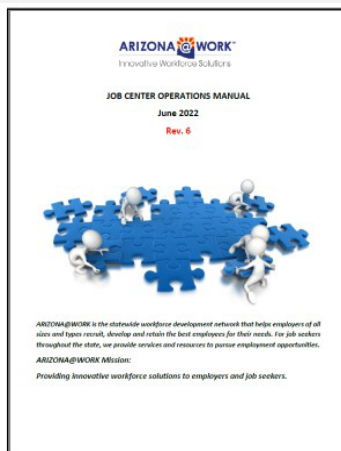


- ❖ Researching Best Practices to increase system partner collaboration (Community of Practice).
- ❖ Continuous Quality Improvement Reviews

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## One-Stop Operator Deliverables

- ❖ Provide updates to Operations Manual and Standard Operation Procedures.
- ❖ Track and record referrals between system partners.
- ❖ Develop Quarterly Newsletter for System Partners.





## One-Stop Operator Deliverables

❖ **Surveys:** System Partners, Customers

❖ **Expand Partners**

<input type="checkbox"/>	<b>"Welcome to ARIZONA@WORK" Survey</b> Created 08/17/2021   Shared by you with your team	08/30/2022	3383
<input type="checkbox"/>	<b>ARIZONA@WORK Case Managed Services Survey</b> Created 06/13/2022   Shared by you with your team	08/30/2022	11
	<b>LinkedIn Learning</b> Created 02/17/2022   Shared with you	08/25/2022	74
<input type="checkbox"/>	<b>WIOA Training</b> Created 08/22/2022   Shared by you with your team	08/24/2022	5



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## One-Stop Operator Deliverables

Raise external awareness of ARIZONA@WORK City of Phoenix: Develop Marketing Plan, Provide Website Analytics; Provide Success Stories; Implement Social Media practices.

[https://www.surveymonkey.com/r/ARIZONA\\_AT\\_WORK\\_SUCCESS\\_STORIES](https://www.surveymonkey.com/r/ARIZONA_AT_WORK_SUCCESS_STORIES)



TEAM BUILDING



ONE-STOP OPERATOR  
TEAM



HIRING EVENT



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## Questions

## Wrap Up

**Our Mission:  
providing innovative  
workforce solutions to  
employers and job seekers.**

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## 2. ARIZONA@WORK WIOA – Title I 4th Quarter Overview:

Kweilin Waller, City of Phoenix Deputy Director Human Services Department, provided an overview and update on the WIOA 4<sup>th</sup> Quarter Performance Metrics.

Meghan McGilvra, PEC Vice Chair asked if performance trends are moving in the right direction to hit next year's goals. Ms. Waller explained that as long as our partnerships can work together to find ways to reach individuals and get back to pre-pandemic participation numbers.

Ms. McGilvra congratulated the team on their models of innovation and getting into the community and doing the work where the people are.

Elizabeth "E" Cole, PEC member commented that they are also seeing a rebound in Title II numbers, and thanked team members David Chavez, City of Phoenix Workforce Development Supervisor and Laura Whitehead, Workforce Development Manager for engaging with Title II program partnerships, engaging with students and providing virtual options for those that have transportation issues. She mentions that they are seeing student's desire to keep post-pandemic virtual resources moving forward.

Ms. Waller agreed that while in-person services have become more available now that restrictions have been lifted, her team will continue to pursue to provide the flexibility of virtual resources to individuals that need them in order to reach more prospective participants.



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# Program Year 2021-2022 WIOA - Title I 4<sup>th</sup> Quarter Overview

Phoenix Business and Workforce Development Board  
Performance Excellence Committee

Kweilin Waller  
Deputy Human Services Director  
September 1, 2022



# Annual Performance Time Frames

## Program Year (PY) 2021-22

July 1, 2021 - June 30, 2022

Program Year 2021-22: July 1, 2021 - June 30, 2022																													
2020					2021					2022																			
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
										2021-22 Program Year																			
										Enrollments																			
					Employed in 2nd Quarter after Exit																								
					Employed in 4th Quarter after Exit																								
					Median Earnings (2nd Quarter after Exit)																								
					Credential Rate																								
										Measurable Skills Gain																			
					<b>Frame 1</b>					<b>Frame 2</b>					<b>Frame 3</b>														

## Negotiated Performance Metrics

Measure	Adult	Dislocated Worker	Youth
<b>2<sup>nd</sup> Quarter Employment</b> 07/01/20 – 06/30/21	<b>67.20%</b> (60.48%)	<b>75.30%</b> (67.77%)	<b>71.30%</b> (64.17%)
<b>4<sup>th</sup> Quarter Employment</b> 01/01/20 – 12/31/20	<b>65.2%</b> (58.68%)	<b>72.3%</b> (65.07%)	<b>67.00%</b> (60.30%)
<b>Median Earnings</b> 07/01/20 – 06/30/21	<b>\$5,850.00</b> (\$5,265.00)	<b>\$8,646.00</b> (\$7,781.40)	<b>\$4,500.00</b> (\$4,050.00)
<b>Credential Attainment (CA)</b> 01/01/20 – 12/31/20	<b>71.10%</b> (63.99%)	<b>70.00%</b> (63.00%)	<b>44.00%</b> (39.60%)
<b>Measurable Skill Gains (MSG)</b> 07/01/21 – 06/30/22	<b>59.20%</b> (53.28%)	<b>50.50%</b> (45.45%)	<b>52.30%</b> (47.07%)

<b>Excelling</b>	<b>At or Exceeding Negotiated Value</b>
<b>Passing</b>	<b>90-99.9% of Negotiated Value</b>
<b>Failing</b>	<b>Below 90% of Negotiated Value</b>
<b>Corrective Action</b>	<b>Below 90% to Negotiated Value, For 2 or more consecutive Quarters</b>

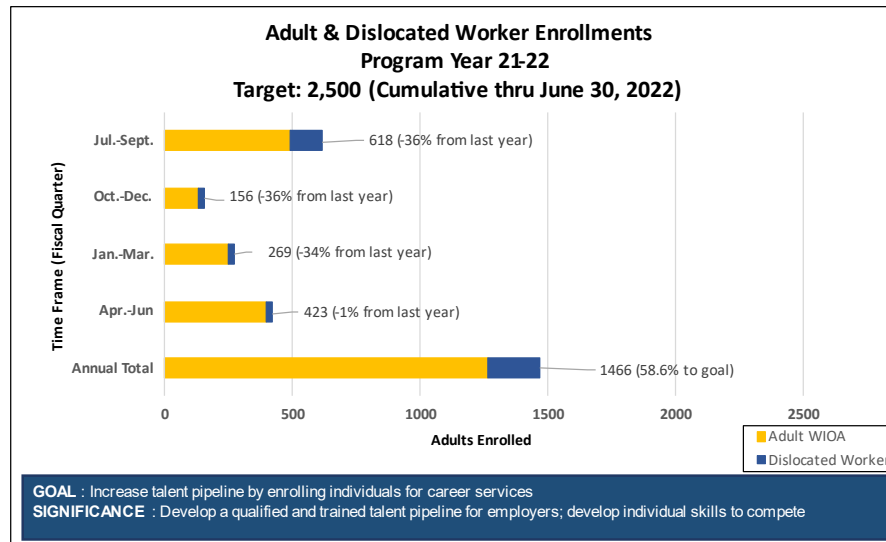


## PY 2021-2022 Actual Performance

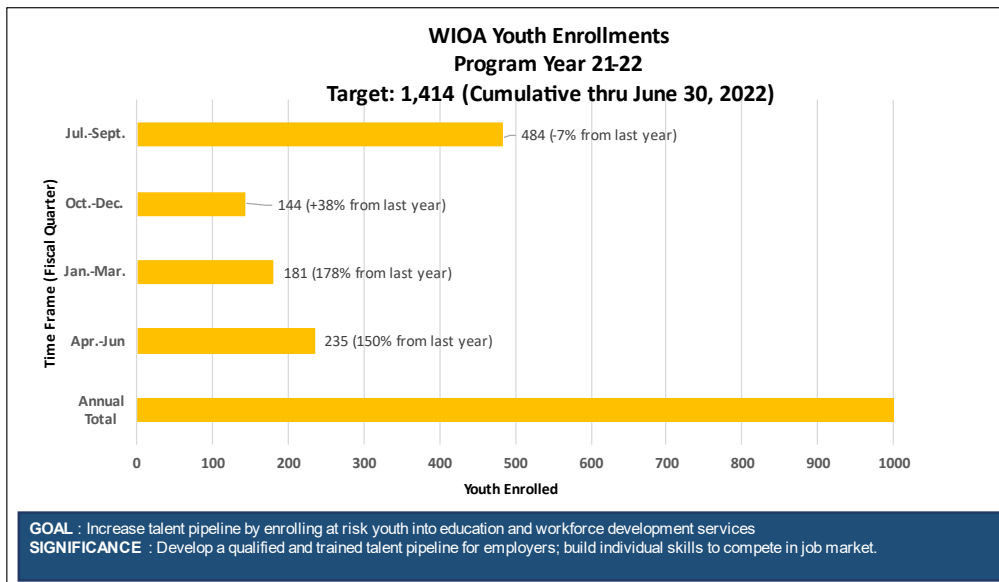
Measure	Adult	Dislocated Worker	Youth
<b>2<sup>nd</sup> Quarter Employment</b> 07/01/20 – 06/30/21	64.47 %	69.73 %	78.94 %
<b>4<sup>th</sup> Quarter Employment</b> 01/01/20 – 12/31/20	60.06 %	74.52 %	76.09 %
<b>Median Earnings</b> 07/01/20 – 06/30/21	\$ 7,494.34	\$ 8,651.34	\$ 5,860.45
<b>Credential Attainment (CA)</b> 01/01/20 – 12/31/20	66.12 %	69.64 %	50.51 %
<b>Measurable Skill Gains (MSG)</b> 07/01/21 – 06/30/22	62.76 %	70.69 %	52.96 %

<b>Excelling</b>	<b>At or Exceeding Negotiated Value</b>
<b>Passing</b>	<b>90-99.9% of Negotiated Value</b>
<b>Failing</b>	<b>Below 90% of Negotiated Value</b>
<b>Corrective Action</b>	<b>Below 90% to Negotiated Value, For 2 or more consecutive Quarters</b>

## PY 2021-22 Adult Program Enrollments



## PY 2021-22 Youth Program Enrollments



### **3. Instilling Hope Presentation:**

Daniel Barajas, Program Excellence Committee (PEC) Chair provided a presentation on Instilling Hope and discussed the roles and responsibilities that members can take on as part of the PEC committee. Daniel explained that hope involves a solid commitment to seeking future outcomes and is an active process, involving planning and resources. He discussed the three ways of thinking: 1.) goals thinking; 2.) pathways thinking; and 3.) agency thinking, where goals thinking is when an individual has a clear conceptualization of a valuable goal; pathways thinking is the capacity to develop the strategies around how to reach those goals; and agency thinking is the ability to initiate. He discussed examples of the manifestation of hope: the SOAR program, and the messaging to job seekers that there are active resource services that allow participants to put their career or education pathway in motion.

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# Instilling Hope: Defined

Program Excellence Committee  
PEC Strategy 1  
Barajas, 12/9/20

Preface: Hope is best articulated via compare and contrast, and by using this lens we can quickly see the **Power of HOPE!**

- ▶ While wishing represents a general want or desire for something in the future, **hoping is less ephemeral and involves a solid commitment to seeking future outcomes. Where hope is an active process**, wishing is ambiguous and passive because it does not involve a plan of how to accomplish change (Holliset al., 2005).



## Contention:

- The City of Phoenix
  - The Phoenix Business and Workforce Development Board
    - Program Excellence Committee

Provide and support the services, products, and partnerships that foster and nurture **HOPE!** for its constituencies



# HOPE DEFINED



## Hope is active, requires action and effort

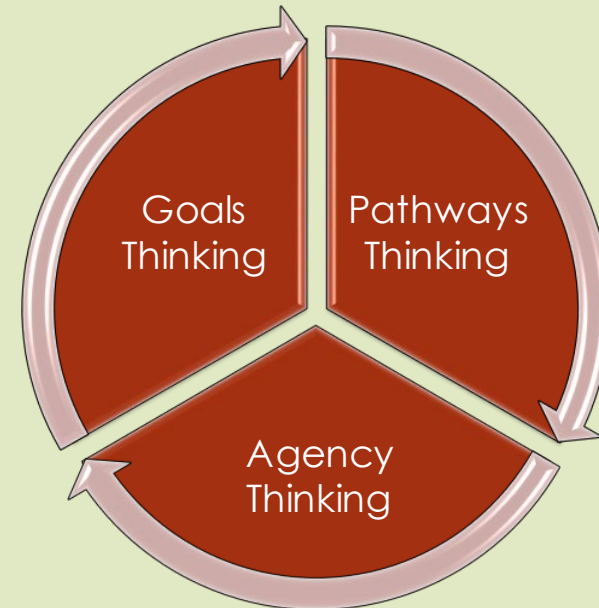
- ▶ **Compare and contrast: Is Hope The Same as Optimism?**
- ▶ Both assume that good things will generally occur, a positive future for one's life
- ▶ **THE DIFFERENCE**
  - ▶ Optimism: the optimist expects that life will work out well and as expected, there is probability ---- **waiting for something to happen**
  - ▶ Hopeful: is considered more realistic. The hopeful individual recognizes that life may not work out as planned, yet maintains positive expectancy directed toward possible outcomes/goals that hold personal significance ---- **make something happen**

**Application: The individual can make it happen by engaging City of Phoenix and partner services**

Source: <https://positivepsychology.com/hopetherapy/>

## Hope: A Breakdown Snyder's Hope Theory

hopefulness is a  
life-sustaining  
human strength  
comprised of  
three distinct but  
related  
components:



Snyder, 1991

## Snyder's Hope Theory cont.

- *Goals Thinking*– the clear conceptualization of valuable goals.
- *Pathways Thinking*– the capacity to develop specific strategies to reach those goals.
- *Agency Thinking*– the ability to initiate and sustain the motivation for using those strategies.

For each Hope informed way of Thinking, can you envision the different and active ways that the City of Phoenix offers a service, product, personnel to support the furtherance of the individual's hope and goals?

Snyder, 1991

## Providers of Hope: Example 1

- Delivery of specific programs: i.e. SOAR



Click to see SOAR video:

<https://youtu.be/uzRby9V6Sbs>

## Providers of Hope: Example 2

### YOUTH JOB SEEKERS

Your future is wide open, and we'll help you pursue your path to success with a full range of programs, services and resources, all designed to help fulfill your dreams—and all free of charge.

### PATHWAYS TO SUCCESS

The City of Phoenix Youth Programs offer pathways to success. If you are a youth that is looking to get back into school, start college planning or begin your career preparation our programs will work with you to create your college and career blueprint. Services include: Advice and planning; College preparation; Leadership programs; Basic skills training; Tutoring; Career readiness; Support services; Education planning; and Career guidance.

### YOUTH JOB SEEKER SERVICE LOCATIONS

[Chicanos Por La Causa](#) is located in downtown Phoenix at:  
619 N. 7th Avenue, Building B  
Phoenix, AZ 85007  
(602) 206-0772

[Jewish Family and Children's Services](#) is located on the west end of Phoenix at:  
9014 N. 23rd Avenue, #3  
Phoenix, AZ 85021  
(602) 279-0084

The [YMCA](#) is located in Phoenix's Maryvale Village at:  
3825 N. 67th Avenue  
Phoenix, AZ 85033  
(602) 688-5332

#### 4. 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. He reviewed the general strategies.

Daniel asked the members to continually think about how they may want to modify change or continually improve the score card. In the next meeting he would like to talk about how the committee might improve the scorecard or address any questions about it. He would like to see the committee or a subcommittee working on establishing benchmarks or measures or metrics for each Strategy, 1 through 4 and update those timelines as well. These groups will break out, and each of those member teams report out on what activities they're working towards. Using the scorecard to track against committee goals as they move along to update the Scorecard.

Meghan McGilvra, Vice Chair, mentioned that once members are assigned into their work groups and doing the work, that this is going to be a great method to be able to display the work that each member is doing and responsible for, updating the rest of the PEC and the Phoenix Board Liaison on what actions are happening and what activity has been happening to reach the Committee goal.

Elizabeth "E" Cole, PEC member asked if members have someone they can work with, from a marketing perspective, with regards to sharing success stories, who will create a template with a authorization to release student or participant photos to easily provide partner success stories. This would provide an easy way to share with the Board.

Ms. McGilvra confirmed that there are different marking groups and services that can assist with this and suggested "E" may be interested in working on Strategy 3.

Daniel Barajas, Chair – Strategy 4 or 2  
Meghan McGilvra, Vice Chair – Strategy 3 or 4  
Samantha Hansen – Strategy 1 or 2  
Jon Ellerston – Strategy 3  
Allison Benezra – Strategy 2 or 3  
Elizabeth "E" Cole – Strategy 3 or 4

John Soto – Strategy 1  
Jaclyn Boyles - Strategy 2 or 3  
Stacie Garlieb – [absent]  
Scott Holman – Strategy 4 or 2

DRAFT

Goal 1: Instill Hope.				
Strategies	Actions	Metrics	Timelines	Notes
<b>1. Develop opportunities for individual connections and relationships to support vulnerable populations including youth and dislocated workers.</b>	<b>Action Item #1</b> 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	<b>Action Item #2</b> 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	
	<b>Action Item #3</b> 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	
	<b>Action Item #4</b> 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	
	<b>Action Item #5</b> 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	
	<b>Action Item #6</b> 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	
	<b>Action Item #7</b> 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	
	<b>Action Item #8</b> Research and support programs to activate financial self-sufficiency.	Identify programs for specific vulnerable populations; review success qualitatively, including testimonials.	Quarterly starting 03/2021	
<b>2. Align with local investment in diversity and inclusion as a primary business strategy.</b>	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	
<b>3. Show promise for individuals seeking careers through the sharing of simple approaches.</b>	<b>Action Item #1</b> 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	<b>Action Item #2</b> 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	
	<b>Action Item #3</b> "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	
	<b>Action Item #4</b> 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.		
<b>4. Ensure ROI for Workforce Development in the City</b> (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	

## 5. 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.

**6. Matters for Future Discussion:**

- Committee will vote on member-assigned Strategy Work Groups ensuring these groups fit with the overall Goal
- Next steps for discussion about each of these subcommittees
- Discuss “parallel committee” efforts, such as the Bagels and Business event, and areas where there may be overlap and where there may be opportunities for resource

**7. Call to the Public & Open Discussion:**

Stacey Van Emst, City of Phoenix One Stop Operator, Project Director wanted to communicate with the group they are having the Quarterly Partner Meeting on Thursday, September 29, 2022 from 2:00 to 4:00 PM. This meeting will focus on labor market information, and other programmatic information. She also shared that one of her deliverables as the one-stop operator Director is to raise the awareness of Arizona Network City of Phoenix. She will be doing this by collecting success stories for marketing and sharing on social media.

**8. 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**

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