

WEBVTT

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00:00:00.060 --> 00:00:04.259

Rachael Tashbook: We have a few more folks joining, but if we wanted to get started with introductions.

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00:00:05.370 --> 00:00:06.600

Rachael Tashbook: Now it's probably a good time.

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00:00:09.090 --> 00:00:12.990

Lynn Bajorek: Okay, thanks Rachel um I think that Nick.

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00:00:13.049 --> 00:00:14.099

Nicholas Lalpui: We are actually.

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00:00:14.099 --> 00:00:15.660

Nicholas Lalpui: Starting with you, with.

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00:00:16.260 --> 00:00:17.220

Lynn Bajorek: opening remarks.

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00:00:23.160 --> 00:00:24.120

Nicholas Lalpui: Great thanks Len.

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00:00:25.860 --> 00:00:33.600

Nicholas Lalpui: Good afternoon, everyone, my name is Nicholas i'm the regional administrator for the Dallas and San Francisco regional offices for the employment, training, mystery.

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00:00:34.170 --> 00:00:44.520

Nicholas Lalpui: employment and training administration and i'm really glad to be here to join you for this session on governance here in the state of Arizona.

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00:00:46.080 --> 00:01:05.610

Nicholas Lalpui: I just wanted to share just a couple of big picture thoughts about governance and wi away and why I think it's so important and why i'm i'm very glad that we're able to partner with the state to to have this type of training and to revisit the importance of governance.

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00:01:08.490 --> 00:01:14.100

Nicholas Lalpui: I was thought that when you looked at the workforce, innovation and opportunity act and even dating back to wi.

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00:01:15.990 --> 00:01:30.480

Nicholas Lalpui: fi in the title one pieces, it was really two things one thing was the programs, and so you have the developer program the program and the adult program but there was always that second piece.

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00:01:32.010 --> 00:01:35.970

Nicholas Lalpui: about the structure of the workforce development system.

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00:01:37.140 --> 00:01:54.600

Nicholas Lalpui: And the importance of having state workforce boards and local workforce boards and American job centers one stop Center of having no use and agreements between all the required partners.

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00:01:55.650 --> 00:02:06.030

Nicholas Lalpui: In the legislature how this delivery system is supposed to work at the local level and at the State level and so i've always tried to talk about the two things.

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00:02:07.980 --> 00:02:13.020

Nicholas Lalpui: Partly because they are a little bit different, and I think in wi la.

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00:02:14.820 --> 00:02:25.230

Nicholas Lalpui: it hit me like a month ago when we were working with the state of Arkansas and something very similar was that the governance piece of the legislation is really the Foundation.

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00:02:26.370 --> 00:02:42.120

Nicholas Lalpui: For the workforce development system and sometimes I like to call it the talent development system because I just think it's more inclusive than just workforce development it's talent development and if we can get the Foundation right if we can get the framing.

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00:02:43.200 --> 00:02:49.320

Nicholas Lalpui: Then there's all kinds of possibilities, then you really can get into.

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00:02:51.000 --> 00:02:58.950

Nicholas Lalpui: A locally driven talent development system that is responsive to local needs to the local economy industry.

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00:03:00.030 --> 00:03:11.190

Nicholas Lalpui: And the emerging jobs careers career ladder sector strategies, all those really, really cool to do in workforce development and talent development.

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00:03:12.600 --> 00:03:17.640

Nicholas Lalpui: they're made possible by having a very strong foundation of having the right people.

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00:03:18.600 --> 00:03:31.500

Nicholas Lalpui: at the table, having a right board members having everybody to understand what their roles and responsibilities are having chief elected officials who are engaged in the system and have.

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00:03:32.130 --> 00:03:39.030

Nicholas Lalpui: been right business, industry leaders at the table and working with them there's examples all over the country.

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00:03:39.300 --> 00:03:40.410

Where it works, really.

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00:03:42.360 --> 00:03:43.740

Nicholas Lalpui: works best is that.

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00:03:45.630 --> 00:03:47.790

Nicholas Lalpui: Autonomy so.

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00:03:49.020 --> 00:04:03.240

Nicholas Lalpui: I think this is so critical and so important, and sometimes we haven't paid enough attention to it over the years of making sure that we got injured, we check the boxes, I know compliance and when the when the.

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00:04:04.290 --> 00:04:12.510

Nicholas Lalpui: end so you don't have your mo you and you don't have the right things, and they owe you, I know that can be tiresome and.

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00:04:14.160 --> 00:04:29.070

Nicholas Lalpui: Sometimes a little nitpicky but those things are really, really important right and we have conversations and bring people to the table around the coffee conversation about what's possible instead of we have.

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00:04:30.210 --> 00:04:35.520

Nicholas Lalpui: Then I think the sky's the limit for the the workforce development system, I think you.

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00:04:36.780 --> 00:04:42.420

Nicholas Lalpui: gauge cheap elected officials, you have an engaged board everybody knows what their roles and responsibilities are.

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00:04:42.930 --> 00:05:00.210

Nicholas Lalpui: And you're able to meet those emerging needs in the local economy, and so I think it's just something that we have to get right in the system, and I think that that analogy of cows, think about a building.

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00:05:01.440 --> 00:05:03.870

Nicholas Lalpui: If they don't pour the Foundation right.

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00:05:05.760 --> 00:05:18.030

Nicholas Lalpui: A lot of money, trying to get it fixed and you don't have the time and the money to do the cool stuff like maybe build a pool I know that's got to be popular in Arizona it's popular in Texas, where i'm at.

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00:05:20.010 --> 00:05:34.050

Nicholas Lalpui: resources and the time to spend on those cool things that you want to do you spend all your money trying to fix the foundation, the framing and sometimes I feel that's what our system ends up doing a lot of spending a lot of time on those.

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00:05:34.050 --> 00:05:35.430

Nicholas Lalpui: Things that.

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00:05:35.520 --> 00:05:41.370

Nicholas Lalpui: we're seeing on the cool things that we get to do with business and industry and for our job seeker client.

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00:05:42.780 --> 00:05:58.530

Nicholas Lalpui: that our partners, bring into our system to help get them on career pathways and to get them into a sector strategy life changing career pathway that that really affects their lives, so I think governance is incredibly important.

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00:05:59.940 --> 00:06:08.490

Nicholas Lalpui: To take a look and see what are the things that we can do to make it better to fix our foundation to get it right, so we.

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00:06:09.960 --> 00:06:18.090

Nicholas Lalpui: And that's putting people to work, putting them in career pathways helping our business and industry have their talent pipelines, so that they don't.

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00:06:19.380 --> 00:06:27.480

Nicholas Lalpui: First, so they they can grow, the way that they can and that's really what our system is built to do so.

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00:06:28.560 --> 00:06:33.540

Nicholas Lalpui: i'll close by just saying i'm really grateful that you guys are spending well that.

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00:06:34.080 --> 00:06:36.210

Nicholas Lalpui: I had the opportunity to talk to you today and.

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00:06:36.210 --> 00:06:36.690

Nicholas Lalpui: Very.

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00:06:36.930 --> 00:06:42.630

Nicholas Lalpui: grateful for the team that's putting this training on today, and I wish you the absolute best post saleable.

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00:06:43.260 --> 00:06:44.700

Nicholas Lalpui: If there's anything I can do to.

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00:06:44.700 --> 00:06:50.040

Nicholas Lalpui: help to help you progress in addressing governance.

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00:06:50.040 --> 00:06:50.970

Nicholas Lalpui: Issues you may have.

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00:06:51.000 --> 00:06:52.200

Nicholas Lalpui: So you.

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00:06:54.630 --> 00:07:11.430

Lynn Bajorek: Thank you, Nick That was a perfect way out for our session today um I think now we're going to hand it off to Thomas Colombo, the Deputy Assistant director for the division of employment and rehabilitation services department of economic security.

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00:07:15.330 --> 00:07:21.870

Tom Colombo: Good afternoon, thank you man, thank you, Nick for those opening comments and the introduction there.

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00:07:22.980 --> 00:07:33.840

Tom Colombo: like to thank everybody for being here today start by giving a warm welcome to everybody on the call not just saying warm because it's Arizona, where I have actually a pretty good weather out here right now.

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00:07:35.010 --> 00:07:45.390

Tom Colombo: As a reminder, i'd like to encourage everybody to mute your phones if you're not one of the speakers are doing a presentation, it helps with the ECHO in the feedback that we heard just a little bit ago.

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00:07:46.980 --> 00:07:56.190

Tom Colombo: When I say that as a state Arizona appreciates the Department of Labor and mayor mayor, for the opportunity to receive this training purposes, specifically for arizona's local leaders.

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00:07:57.540 --> 00:08:09.420

Tom Colombo: With your teams being on the east coast and the timeframes being a little bit different we definitely appreciate you sticking around a little bit later than normal to help us and provide this training for our teams here it's greatly appreciated.

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00:08:11.640 --> 00:08:21.840

Tom Colombo: We look forward for the and appreciate the opportunity to really dive into how Arizona continue to grow and improve our workforce services using the guidance that who provides.

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00:08:22.830 --> 00:08:29.730

Tom Colombo: Yes, who has been around for a little bit, but we're always learning we're always adapting and we're always trying to grow and make sure that we.

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00:08:30.150 --> 00:08:47.070

Tom Colombo: Do all of the very cool and neat things that that Nikki we're bringing up that's our our focus is to take care of those job seekers take care of those individuals and has by the innovative approaches that we are able to develop in engage in which help us to go down that path.

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00:08:48.540 --> 00:08:59.070

Tom Colombo: When also give a warm welcome to our local workforce board members chief elected officials local support staff who took the time to attend this training.

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00:08:59.880 --> 00:09:15.150

Tom Colombo: Your work here to support the Arizona work system is noticed and valued by residents across the state, especially in these very trying times with the pandemic with coded challenges for businesses and employers finding the work force that they need.

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00:09:16.320 --> 00:09:28.260

Tom Colombo: Helping to coordinate that with those individuals who are the job seekers that's the whole goal in the focus today's training we're going to focus on the roles responsibilities and firewalls of the wi fi system.

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00:09:29.370 --> 00:09:31.050

Tom Colombo: Things that are good strong.

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00:09:32.100 --> 00:09:39.090

Tom Colombo: Structural foundation for the workforce programs and that's what we're we're looking to build upon grow and enhance that knowledge.

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00:09:39.930 --> 00:09:47.700

Tom Colombo: Hope this training can help you and the local boards cheese chief elected officials embracing the influence we have on that workforce system.

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00:09:48.240 --> 00:09:57.090

Tom Colombo: The partnerships, you know and help moving Arizona at work forward, it would be you know extremely meaningful and impactful that we can we can do this work.

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00:09:58.470 --> 00:10:12.030

Tom Colombo: And so again appreciate everybody's attendance day appreciate department of Labor mayor mayor and so when keeping it brief and short, so we can get right into the train i'll go ahead and turn it back over to you and the mayor mayor team to get started.

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00:10:12.480 --> 00:10:14.850

Lynn Bajorek: All right, thank you, Tom that was great.

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00:10:16.140 --> 00:10:24.540

Lynn Bajorek: Well before we can dig into the training, I do have to read a quick statement regarding the recording of this session so i'll get through this quickly.

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00:10:25.350 --> 00:10:34.890

Lynn Bajorek: mayor mayor and Ai our company allows for the recording of audio visuals participants and other information sent verbalized or utilized during business related meetings.

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00:10:35.310 --> 00:10:45.060

Lynn Bajorek: By joining a meeting you automatically consent to such recordings any participant who prefers to participate via audio only should disable their video cameras only their audio will be captured.

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00:10:45.390 --> 00:10:51.930

Lynn Bajorek: Video and or audio recordings of any mayor session shall not be transmitted to an external third party without mayor's permission.

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00:10:53.640 --> 00:10:55.770

Lynn Bajorek: Okay, now that we got that over with.

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00:10:57.090 --> 00:11:09.900

Lynn Bajorek: Alright, well, we are really happy to be here with you today, my name is Linda doric i'm a program manager with mayor mayor i'm here with my colleague lori Collins and you'll be hearing a lot from lori and just a little bit.

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00:11:10.920 --> 00:11:22.050

Lynn Bajorek: We do, training and technical assistance work related to strategic and compliant implementation of the workforce, innovation and opportunity act in states and regions all over the country.

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00:11:23.160 --> 00:11:33.630

Lynn Bajorek: Just a little bit about our company we're a change management consulting firm we're headquartered in DC and New Jersey, but we live all over I mentioned, I come to you from Michigan lori's in Kentucky.

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00:11:34.860 --> 00:11:46.620

Lynn Bajorek: and much of our work is really focused on the intersection of workforce education and economic development, so we like to think that we work at the nexus of those three things and how they drive Community prosperity.

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00:11:47.880 --> 00:11:50.220

Lynn Bajorek: Okay, so that's a little bit about us.

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00:11:51.900 --> 00:11:56.160

Lynn Bajorek: And let's talk a little bit about what we're going to cover today, so this is our agenda.



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00:11:57.420 --> 00:12:07.470

Lynn Bajorek: We it may seem like a lot of time 90 minutes, but I tell you at least from our perspective, it goes really fast so we're going to do our best to be succinct.

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00:12:08.160 --> 00:12:19.920

Lynn Bajorek: And still offer you some time to ask some questions at the end, but there will be a lot of information, I do just want to warn you that there is quite a bit of information in this session.

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00:12:20.400 --> 00:12:27.540

Lynn Bajorek: But I know at the end of the session the the folks at D s are planning to send out a recording and also the slides.

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00:12:28.170 --> 00:12:36.330

Lynn Bajorek: So you will have access to this information, after the after the session today okay so we're going to do an overview of who a.

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00:12:37.230 --> 00:12:44.340

Lynn Bajorek: we're going to cover the system stakeholders roles and responsibilities and included a high level the firewall discussion.

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00:12:45.120 --> 00:12:59.130

Lynn Bajorek: Just a little teaser there's going to be another training later on that's going to dig really deep into those conflict of interest provisions but we'll touch on it today and then we're going to take questions and answers and we'll wrap up and talk about next steps.

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00:13:01.470 --> 00:13:05.790

Lynn Bajorek: Okay, these are objectives for the training today, this is what we're hoping that you'll.

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00:13:06.060 --> 00:13:14.400

Lynn Bajorek: walk away with at the end of the session we want to build your understanding of the key stakeholder roles in the governance of the state and local workforce system.

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00:13:14.880 --> 00:13:25.560

Lynn Bajorek: And we want to engage you in any dialogue regarding roles and any challenges to success, so you know we'll try to allow time so that if you have questions or you want to talk about specific challenges we can get to that as well.

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00:13:29.460 --> 00:13:38.040

Lynn Bajorek: Okay, just a little bit about how to engage with us, I think, at this point we've all been zoomed out and we all know, all the different features of the Platform.

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00:13:38.730 --> 00:13:45.030

Lynn Bajorek: But please do feel free to type questions in the chat box, you know, while we're talking and we'll come to them.

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00:13:45.390 --> 00:13:55.230

Lynn Bajorek: at different points throughout the training, if we have the time we'll do our best and don't hesitate to raise any questions and all questions are good questions, so please don't be shy.

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00:13:57.030 --> 00:14:09.750

Lynn Bajorek: Okay, with all of that now, I want to finally dig into the workforce, innovation and opportunity act which both Nick and Tom talked about, and as I said, set a really great foundation for us to to dig in.

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00:14:10.470 --> 00:14:18.690

Lynn Bajorek: The first thing I do want to say is that we this we try not to use a lot of acronyms in our training we know it drives people bonkers.

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00:14:19.620 --> 00:14:30.840

Lynn Bajorek: But this is one we are going to use because we use the term throughout and it takes too long to say workforce, innovation and opportunity act even with me and i'm a speed talker so we're going to talk about wheel up.

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00:14:33.270 --> 00:14:34.920

Lynn Bajorek: OK so.

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00:14:37.350 --> 00:14:48.720

Lynn Bajorek: The workforce, innovation and opportunity act or wheel was signed into law July 22 2014 so it has been around a little while now as Tom said it's been about seven years.

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00:14:49.620 --> 00:14:57.450

Lynn Bajorek: That said, you're not alone in the fact that there are some provisions, and we owe that are pretty darn difficult to implement.

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00:14:58.650 --> 00:15:03.210

Lynn Bajorek: they're not easy but anything that's worthwhile usually isn't right so.

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00:15:03.690 --> 00:15:12.660

Lynn Bajorek: There were doing training all around the country around some of these key provisions in the law and helping folks really understand what their roles and responsibilities are.

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00:15:13.560 --> 00:15:21.750

Lynn Bajorek: It was the first major workforce development legislation, since the workforce Investment Act of 1998 For those of you have been around in the system.

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00:15:22.500 --> 00:15:36.750

Lynn Bajorek: For quite some time will remember that one and it outlines the vision goals objectives and, most importantly, the requirements we are going to talk about that for how the public workforce system needs to be structured and how it operates.

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00:15:38.130 --> 00:15:48.540

Lynn Bajorek: But I will say I mean what's really unique and great about Viola and I I don't want to show my age, but I was around for the previous legislation.

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00:15:48.960 --> 00:16:01.800

Lynn Bajorek: And this one really brings together and mandate strategic coordination across all the different programs and funding streams within the workforce system and we're going to talk a little bit about that.

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00:16:06.060 --> 00:16:18.360

Lynn Bajorek: Okay um, let me just say, before I dig into the wheel of vision that the the Arizona workforce system and actually all the systems and all the States and territories in the country is governed by we owe up so that's the law.

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00:16:19.290 --> 00:16:29.790

Lynn Bajorek: And the public work for system at funds right the the lies, what is the authorization right the governing legislation to get the funding down to the States.

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00:16:30.150 --> 00:16:38.400

Lynn Bajorek: Both of those things are really essential tools to the economies in your local areas so These are the things that Nick was talking about Tom was talking about.

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00:16:38.610 --> 00:16:45.210

Lynn Bajorek: This is why we've we think it should be really important to you to understand what we're going to cover here in the next hour and a half.

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00:16:45.900 --> 00:16:57.630

Lynn Bajorek: Because these are tools that you have in your toolbox to really grow prosperity in your communities, because it demands the alignment of resources around key industry sectors.

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00:16:58.080 --> 00:17:06.090

Lynn Bajorek: And the goal is to transform what we always call the public workforce system into a talent pipeline developer, and I think Nikki use that term.

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00:17:06.450 --> 00:17:14.520

Lynn Bajorek: up front and the ideas that we want to offer businesses the workforce, they need to grow and workers, the opportunities that they need to advance along a career pathway.

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00:17:15.660 --> 00:17:23.310

Lynn Bajorek: Okay, so I did just mentioned that we all outlines a vision for the public system, there are three main components to that vision.

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00:17:23.730 --> 00:17:40.050

Lynn Bajorek: And you can read them here on the screen but they're seeking to improve options for for workers and job seekers, through this system to offer better, more integrated services and services that lead to jobs, on the other end because they're informed by what businesses need in the Community.

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00:17:41.130 --> 00:17:47.790

Lynn Bajorek: supports the development, a strong regional economies, where people want to work where they want to live and where the communities thrive.

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00:17:48.420 --> 00:17:56.190

Lynn Bajorek: And then, finally, this idea of supporting a talent development pipeline and we're going to talk just a little bit more about what we mean by that term talent pipeline.

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00:17:57.150 --> 00:18:06.840

Lynn Bajorek: I know i'm moving fast through this, but I want to make sure I allow a lot of time for lori to get into the nuts and bolts so we'll we'll stay kind of high level in this section.

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00:18:08.910 --> 00:18:18.300

Lynn Bajorek: Okay, so this graphic depicts a talent pipeline it's essentially the idea that you have job seekers at one end of the pipeline on your left.

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00:18:18.690 --> 00:18:29.880

Lynn Bajorek: and businesses at the other and in the middle in the pipe are the various programs and resources that the public workforce system, the system that you help oversee.

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00:18:30.360 --> 00:18:48.180

Lynn Bajorek: Those are the services that they provide to those job seekers along the way, so that when they come up the other end of the pipeline, they have the knowledge, the skills, the abilities that the businesses over here on the right really need to thrive, so the goal is to to develop this talent.

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00:18:49.200 --> 00:19:05.340

Lynn Bajorek: into what the businesses will actually hire and grow and advance and it leads overall to economic development, we like to say that workforce development is economic development so talent development is a key part of that economic development.

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00:19:08.850 --> 00:19:09.270

Lynn Bajorek: Okay.

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00:19:11.100 --> 00:19:14.370

Lynn Bajorek: So we'll actually has five key principles.

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00:19:15.480 --> 00:19:21.120

Lynn Bajorek: they're baked into the law and the provisions in the requirements that laurie is going to talk about in a bit.

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00:19:21.600 --> 00:19:27.810

Lynn Bajorek: are really all driven by one or more of these key principles so Our hope is that, as you talk about those requirements.

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00:19:28.080 --> 00:19:37.380

Lynn Bajorek: You could actually track them back to one or more of these key principles and say oh yeah that's that's why they're making us do that because it's all about integrated service delivery right.

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00:19:37.830 --> 00:19:46.260

Lynn Bajorek: So that's that's what we're hoping to get across here so i'm going to talk quickly about what these key principles are and i'll tell you to that.

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00:19:47.190 --> 00:19:51.870

Lynn Bajorek: All of these things made their way into we'll a really because.

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00:19:52.440 --> 00:20:01.830

Lynn Bajorek: It was a really thoughtful piece of legislation in that folks took a strong look at what had worked in the previous pieces of legislation over the years and what hadn't worked.

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00:20:02.160 --> 00:20:09.780

Lynn Bajorek: And so what you're really seeing in some of these provisions are like evidence based practices that that have proven to be effective, over the years, around the country.

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00:20:10.620 --> 00:20:22.140

Lynn Bajorek: Okay, the first is integrated service delivery, so this is the fundamental notion that the system will align and not duplicate across the partners.

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00:20:22.830 --> 00:20:27.120

Lynn Bajorek: But instead work collaboratively to deliver the best outcome for the customer.

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00:20:27.420 --> 00:20:38.640

Lynn Bajorek: And the idea of integration is really a customer centered idea right, we all know, as customers that we don't want to go to five different places we don't want to have to give our information five different times.

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00:20:39.330 --> 00:20:45.630

Lynn Bajorek: We want the folks that are trying to help us to be coordinated on the back end I mean, these are all different things.

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00:20:46.380 --> 00:20:52.890

Lynn Bajorek: that are part of service integration that's a key principle and you'll see it throughout the content that we cover today.

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00:20:53.730 --> 00:21:00.030

Lynn Bajorek: The second is a focus on strategy, and this is really important for elected officials and local board members to understand.

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00:21:00.390 --> 00:21:16.590

Lynn Bajorek: This is the role of the local board to be focused on the big picture of workforce development figure out what your vision is locally, make sure it aligns with what's outline as the state vision and then develop strategies for how you're going to implement that locally.

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00:21:18.120 --> 00:21:29.070

Lynn Bajorek: So that appointment of the Board is really the groundwork for a focus on strategy, the third key principle is economic development or regional economic development sorry.

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00:21:30.240 --> 00:21:41.070

Lynn Bajorek: So we oh really expects that workforce development, education and economic development are all going to work together they're going to partner with.

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00:21:41.910 --> 00:21:57.780

Lynn Bajorek: Community based organizations social service organizations they're all going to target their resources at the same goals and align their investments to support economic growth strategies fourth is high quality services.

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00:21:59.430 --> 00:22:03.540

Lynn Bajorek: And I think this really aligns with the fifth, which is accountability and transparency.

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00:22:04.650 --> 00:22:08.070

Lynn Bajorek: So the idea is that you are collecting data.

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00:22:09.270 --> 00:22:18.840

Lynn Bajorek: Throughout service delivery you're tracking your performance you're ensuring accountability to the requirements in the law you're.

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00:22:19.470 --> 00:22:30.150

Lynn Bajorek: aligning with open meetings act you're doing all of these things so that you're transparent to the public, but you're also holding yourself accountable for delivering high quality.

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00:22:30.480 --> 00:22:42.030

Lynn Bajorek: So if the data shows that you're struggling in a certain area certain population that there's active performance management on the part of the local board to make those improvements.

144

00:22:45.210 --> 00:22:50.310

Lynn Bajorek: hallmarks of excellence, so when the system is built upon those five key principles that I just reviewed.

145

00:22:50.580 --> 00:22:57.420

Lynn Bajorek: Basically, the outputs of the system are what we call hallmarks of excellence, and these are outlined by the Department of Labor in their guidance.

146

00:22:58.050 --> 00:23:07.200

Lynn Bajorek: I think i've talked about all of these right your workforce solutions are really driven by your customers there's two customers probably already know this there's the businesses.

147

00:23:07.590 --> 00:23:22.140

Lynn Bajorek: And the job seekers right there's both ends of that talent pipeline, you have excellent customer service and a focus on continuous improvement, and you have strong regional economies that are active in Community and workforce development So those are your indicators of success.

148

00:23:24.780 --> 00:23:28.470

Lynn Bajorek: Okay, so we're going to take a quick pause and do a poll.

149

00:23:30.060 --> 00:23:39.930

Lynn Bajorek: And it's in a very informal poll really what we're looking for is for you respond to this question in the chat box so of the key principles that we just talked about.

150

00:23:40.620 --> 00:23:51.390

Lynn Bajorek: Which one, do you think your local area excels in the most is at one integrated service delivery to your focused on strategy three you're really.

151

00:23:52.080 --> 00:24:03.330

Lynn Bajorek: Ensuring that you're working your investments are driving regional economic development you'd know that you deliver high quality services and you're committed to accountability and transparency.

152

00:24:06.150 --> 00:24:21.420

Lynn Bajorek: All right, let's see here so we've got a three economic development got a high quality services another economic development we've got three threes integration fantastic that's a tough one.

153

00:24:22.860 --> 00:24:31.650



Lynn Bajorek: Okay, economic development, economic development, high quality, who focus on strategy okay we've got i've got an accountability and transparency.

154

00:24:32.430 --> 00:24:44.610

Lynn Bajorek: This is great I think what i'm seeing the most of our regional economic development and a focus on strategy which is pretty exciting given, I think the the group, we have on this meeting.

155

00:24:45.210 --> 00:24:55.440

Lynn Bajorek: Because absolutely as elected officials as local board members you absolutely should be focused on strategy and aligning with regional economic development.

156

00:24:56.700 --> 00:25:01.350

Lynn Bajorek: Okay, great well, thank you for participating in the poll, we appreciate it.

157

00:25:04.620 --> 00:25:19.350

Lynn Bajorek: Alright, so i'm going to move us on now, so that we can start providing an overview of the public workforce system, so I know that some of you that are on today may already know a lot of this, so I am going to move through it pretty quickly.

158

00:25:20.250 --> 00:25:25.470

Lynn Bajorek: But as I said, you'll have access to this information later, and we can come back for those of you, maybe, who are a little newer.

159

00:25:26.490 --> 00:25:39.750

Lynn Bajorek: it's important that you really understand how the system is structured and lays out so you can see where you fit in, and you can see all the different pieces and partners that you really should be aware of and working with to ensure the system as effectively government.

160

00:25:42.540 --> 00:25:50.280

Lynn Bajorek: Alright, so this is our attempt at visually depicting the public workforce system.

161

00:25:51.480 --> 00:26:00.300

Lynn Bajorek: I am going to quickly walk through how this flows and then talk a little bit about each piece um So you can see over here on the right, we.

162

00:26:01.350 --> 00:26:12.120

Lynn Bajorek: Have the word funding and that really is because, while this is a picture of governance, it does also show you how the money flows through the system because let's face it, without the money.

163

00:26:12.420 --> 00:26:23.520

Lynn Bajorek: We don't have programs and services right and that's unfortunately what we have to but that's what we want to deliver at the end of the day, so we do have to focus on the money to some extent alright so.

164

00:26:24.690 --> 00:26:28.170

Lynn Bajorek: The money comes from the US Department of Labor the federal level.

165

00:26:29.430 --> 00:26:37.290

Lynn Bajorek: The the Governor of this is true in every state is the grant recipient and receives the funding.

166

00:26:38.250 --> 00:26:45.300

Lynn Bajorek: And needs to to how is that money somewhere administratively right, so they have a State workforce agency.

167

00:26:46.140 --> 00:26:55.920

Lynn Bajorek: And the state workforce agency in Arizona is the Department of economic security, we have we just heard from Tom who did opening remarks.

168

00:26:56.520 --> 00:27:12.750

Lynn Bajorek: And then over here to the left, you see the state workforce Development Board and I think we may actually have some state board members on the line today, which is fantastic the state board is appointed by the governor over here they work in consultation with the state workforce agency.

169

00:27:13.950 --> 00:27:21.060

Lynn Bajorek: Usually the state workforce agency helps provide Critical Information subject matter expertise.

170

00:27:22.830 --> 00:27:29.190

Lynn Bajorek: And I know in Arizona there's a second state agency that also helps staff, the board we're going to talk a little bit about that in just a minute.

171

00:27:30.240 --> 00:27:47.310

Lynn Bajorek: The State workforce board really provides that state vision, they are required to do a State workforce development plan they issue statewide policy down to the local system and they they do some guidance work as well and oversight work.

172

00:27:48.480 --> 00:28:01.920

Lynn Bajorek: So if I go back over here to the State Agency, you see that the money oversight policy T all this slows down here to chief elected officials right, and I know that many of the folks we have on the line or twice.

173

00:28:04.110 --> 00:28:15.090

Lynn Bajorek: The CEOs are responsible for appointing the local workforce Development Board, so when we say the CEOs have a really critical role in setting the vision and strategy.

174

00:28:15.360 --> 00:28:19.170

Lynn Bajorek: that's because you're appointing the folks to the board that's charged with doing that.

175

00:28:19.680 --> 00:28:34.230

Lynn Bajorek: And you really work in partnership on many things right there and we're going to get into those tasks, a little bit later, but there's a partnership here but there's also an appointment and approval role that the the elected officials have.

176

00:28:35.820 --> 00:28:45.330

Lynn Bajorek: Over the the workforce Development Board, so, as I said, we'll get into that a little bit more, and then would there's joint oversight from these two groups in green here.

177

00:28:45.840 --> 00:28:56.640

Lynn Bajorek: Over the one stop delivery system that's where the rubber meets the road that's where the services are provided to job seekers and business customers through that one stop delivery system.

178

00:28:57.810 --> 00:28:59.250

Lynn Bajorek: Okay i'm going to move on.

179

00:29:01.230 --> 00:29:15.060

Lynn Bajorek: And just I think i've hit on most of this, and so, in the interest of time i'm going to keep us moving I do just want to say about the US Department of Labor that's who Nick lobbyists represents and he's in your regional office.

180

00:29:16.230 --> 00:29:21.330

Lynn Bajorek: yeah he has the region foreign region six offices which are Dallas and San Francisco.

181

00:29:22.230 --> 00:29:33.690

Lynn Bajorek: And you have a federal project officer who works directly with the folks at the state level in Arizona to do, monitoring and oversight and also provide technical assistance and he's on the line as well Jeffrey patent.

182

00:29:36.060 --> 00:29:45.810

Lynn Bajorek: I mentioned that the governor is the grant recipient designate the State Agency appoints members to the State Board, which in Arizona is called the workforce Arizona Council.

183

00:29:48.330 --> 00:29:58.380

Lynn Bajorek: And here is a little bit more about that Council, they said is appointed by the governor they oversee implementation and continuous improvement so that's part of that oversight role.

184

00:29:59.010 --> 00:30:16.350

Lynn Bajorek: You they need to be tracking performance and outcomes and looking at statewide strategies that will drive continuous improvement and their role is really to convene state regional, local partners to accomplish all of these things down here in the the navy blue boxes.

185

00:30:17.490 --> 00:30:22.620

Lynn Bajorek: And you can probably gathered just by reading these that these all align with those.

186

00:30:23.880 --> 00:30:33.120

Lynn Bajorek: key principles that I mentioned in just a few minutes ago, and we oh right they these all sound familiar enhance the capacity, the system align improve outcomes.

187

00:30:33.420 --> 00:30:45.060

Lynn Bajorek: Economic growth engage business vision yeah this all it's probably starting to sound like a broken record, but I want to show you how the provisions in the law are really designed to achieve the key principles.

188

00:30:47.070 --> 00:30:56.820

Lynn Bajorek: The office of economic opportunity is the other State Agency that I mentioned before, with the graphic so they provide the staff support to the State board.

189

00:30:57.240 --> 00:31:07.260

Lynn Bajorek: So they help help with you know meetings agenda development working with the state board members to help drive their vision all of those important things.

190

00:31:07.470 --> 00:31:10.380

Lynn Bajorek: And they also provide Labor market information to the workforce system.

191

00:31:10.650 --> 00:31:22.590

Lynn Bajorek: And that's a critical component, because without that Labor market information you don't know who you're who the businesses are that you're targeting right who's going to have those jobs that I want to effectively train people for.

192

00:31:25.350 --> 00:31:35.130

Lynn Bajorek: The Department of economic security is your state workforce agency, and they do a lot of really important things some administrative some technical and some strategic.

193

00:31:35.640 --> 00:31:47.040

Lynn Bajorek: Monitoring they help support development of policy and guidance subject matter expertise ta and training they grant the local funding down to the chief elected officials.

194

00:31:48.900 --> 00:31:50.070

Lynn Bajorek: As we just mentioned them.

195

00:31:51.360 --> 00:31:56.790

Lynn Bajorek: Chief elected official of a unit of general local government, so we know we are many of you on the line today.

196

00:31:57.120 --> 00:32:07.890

Lynn Bajorek: And I think what we really want to drive home to you is that you do have a significant responsibility under this law under wheel up, but you also have a significant opportunity.

197

00:32:08.670 --> 00:32:18.810

Lynn Bajorek: Because the this law, the system that is funded through, it is this tool right this tool to drive economic growth and Community prosperity.

198

00:32:21.600 --> 00:32:38.460

Lynn Bajorek: Okay, so local workforce areas are designated by the governor so you have like a local board in each local area that is really the configuration for how the money flows, down to the local level and it's really determined.

199

00:32:39.390 --> 00:32:55.650

Lynn Bajorek: through local low local Labor market information we look at they look at different commuting patterns, they look at geography, they look at population they look at a whole host of factors to determine how to configure the local areas in each state.

200

00:32:56.670 --> 00:33:04.740

Lynn Bajorek: Each local workforce development area does have to do a local workforce plan that outlines the local vision goals and strategies.

201

00:33:05.940 --> 00:33:17.550

Lynn Bajorek: And there's also a regional planning component which i'm not sure if that's actually happening right now in Arizona this some states have designated regions, some have have not done that, at this point.

202

00:33:20.070 --> 00:33:28.020

Lynn Bajorek: These maps reflect your local workforce development areas, the map on the right are the the tribal nations.

203

00:33:28.710 --> 00:33:43.080

Lynn Bajorek: That function as a local area, and then on the left are the other remaining local workforce development areas in your state, you probably already know this, but we just wanted to plug it in in case there are new folks who haven't seen these maps.

204

00:33:47.220 --> 00:33:53.040

Lynn Bajorek: Okay, the local workforce Development Board have already mentioned a few times pointed by the chief elected official.

205

00:33:53.490 --> 00:34:05.670

Lynn Bajorek: The strategic leader right for the workforce development system lori is going to dig into who sits on the board, but it is important to note the majority of Members or business REPS and the business chair has to represent this this.

206

00:34:06.150 --> 00:34:09.060

Lynn Bajorek: All right, i'm going to move us forward because she's going to talk more about that.

207

00:34:09.810 --> 00:34:19.170

Lynn Bajorek: And then finally American job centers so on the the big flow chart graphic I said, this is where the rubber meets the road and it said one stop delivery system.

208

00:34:19.620 --> 00:34:38.400

Lynn Bajorek: Well, we we now call them American job centers, these are the the physical centers where job seeker customers and business customers can access services but there's also a virtual component most states have virtual service delivery as well, especially now like, with the pandemic.

209

00:34:39.990 --> 00:34:44.640

Lynn Bajorek: And it's the system here are the centers are really designed to provide a full range of assistance.

210

00:34:45.330 --> 00:34:58.140

Lynn Bajorek: Both under one roof and virtual roof, to the to customers and just to note that this is really where this vision that we've been talking about that happens at the board level, this is where it's all operationalize.

211

00:34:58.800 --> 00:35:15.990

Lynn Bajorek: Right, so if you have a vision for establishing career pathways in your local area, you would make sure that all the services that are being provided in these local American job centers are targeted towards moving people along these designated pathways so that's just an example.

212

00:35:18.030 --> 00:35:29.100

Lynn Bajorek: Okay, I am going to turn it over to lori to dig in a little deeper before I do that are there any key I do see a question couple of questions here.

213

00:35:31.410 --> 00:35:43.350

Lynn Bajorek: Oh, Colin said the office of economic opportunity is also responsible for the state's workforce coordination planning in alignment with economic development per State statute, thank you for sharing that that's helpful.

214

00:35:44.580 --> 00:35:55.350

Lynn Bajorek: A question for the hopi nation, since they have their own workforce and i'm sure the Navajo nation does does the Arizona workforce still available to all citizens in both areas.

215

00:35:56.520 --> 00:36:02.760

Lynn Bajorek: I mean, my answer would certainly be yes, but I i'm not sure someone from def might want to take that question.

216

00:36:07.800 --> 00:36:08.820

Tom Colombo: And then, this is Tom.

217

00:36:09.870 --> 00:36:24.600

Tom Colombo: And I think i'll put my answer out there that yes, simply by being a resident of Arizona, you know if you live in in the different areas, you would qualify for services and so.

218

00:36:25.290 --> 00:36:31.830

Tom Colombo: The Navajo nation, the hopi nation, they reside in predominantly what's the Northeast Arizona.

219

00:36:32.640 --> 00:36:40.740

Tom Colombo: workforce area, as well as the cookie Nina workforce area, and so they could go to other areas we try to coordinate with our tribal partners.

220

00:36:41.550 --> 00:36:57.270

Tom Colombo: But we do see situations where individuals do get services from the local workforce areas and from tribal entities and they see Cindy Wilson has her hand up so Cindy i'll turn it over to you to help clarify that a little further.

221

00:36:59.130 --> 00:37:08.010

Cindy Wilson: hey Tom highlander Yes, this is Cindy Wilson i'm the Executive Director of the workforce board and cooking you know county and the Navajo nation, it does.

222

00:37:08.670 --> 00:37:32.730

Cindy Wilson: Is a large part of our local area We work very closely with the Navajo nation workforce who programs and but anyone who walks into any Center throughout company or county is eligible, depending on their eligibility levels within the system, but they may come into any.

223

00:37:36.840 --> 00:37:37.440

Cindy Wilson: Center.

224

00:37:38.910 --> 00:37:41.460

Lynn Bajorek: Okay, great Thank you Tom Thank you Cindy.

225

00:37:42.540 --> 00:37:50.280



Lynn Bajorek: Okay, well, I don't see any others so lori I am going to hand it over to you, and please just say next slide whenever you want me to move you forward.

226

00:37:50.820 --> 00:37:59.880

Lori Collins: Okay, great Thank you well before I jump in I just want to make sure that you all can hear me Okay, I sometimes have audio issues, so when, am I.

227

00:38:00.210 --> 00:38:14.760

Lori Collins: sounding you're good Okay, thank you alright, so this graphic I know when you're seeing it for the first time, it may feel like there's a lot of info here and we're going to walk through each of these boxes.

228

00:38:15.090 --> 00:38:26.820

Lori Collins: and talk about what they mean and everything, so this graphic is really a companion piece to that other graphic that Lynn just walked you through.

229

00:38:27.120 --> 00:38:45.090

Lori Collins: With regard to all of the stakeholders in the public workforce system from the US Department of Labor through to the American job centers as a companion piece what this graphic focuses on is the local level governance of that system.

230

00:38:46.500 --> 00:38:58.890

Lori Collins: One of the key foundational pieces of the workforce, innovation and opportunity act is local control and, yes, there are a number of things that.

231

00:38:59.250 --> 00:39:11.160

Lori Collins: The US Department of Labor must have the States do there are a number of things that the State Agency or the state Board must have local areas do.

232

00:39:11.490 --> 00:39:25.740

Lori Collins: But there's also a number of opportunities for local areas to design their system in a way that meets the needs of their local customers and that's a key provision.

233

00:39:26.250 --> 00:39:36.090

Lori Collins: That, I think a lot of people are grateful for in wi away i'm sure there's also people who wish there were more opportunities for local control but.

234

00:39:36.330 --> 00:39:47.550

Lori Collins: This is where we are, and so we want to walk through with you what each of those opportunities are and where the responsibility lies with key stakeholder groups.

235

00:39:47.820 --> 00:39:59.820

Lori Collins: And then we also want to round out the conversation with talking about and ways to avoid conflict of interest and something we like to call firewalls so.

236

00:40:01.050 --> 00:40:08.940

Lori Collins: getting started on this graphic and I want to point out i've been that upper left corner the lead chief elected official.

237

00:40:09.930 --> 00:40:20.640

Lori Collins: So the law gives clear roles and responsibilities to cheap elected officials and basically cheap elected officials.

238

00:40:21.450 --> 00:40:31.950

Lori Collins: There is a cheap elected official per county and those are grouped together, based on the local workforce development area configuration.

239

00:40:32.460 --> 00:40:43.590

Lori Collins: So if you have a local workforce development area that's made up of 10 counties, you would, in essence, have 10 chief elected officials that that.

240

00:40:44.460 --> 00:40:58.170

Lori Collins: Have a governance role in that local area now That being said, and we present the information from the law based on a county specific governance structure.

241

00:40:58.530 --> 00:41:06.600

Lori Collins: We certainly know that at the State level, there can be provisions made for mayors and.

242

00:41:07.440 --> 00:41:22.260

Lori Collins: For mayors of sittings to be involved as a chief elected official so what I what I say today isn't ruling that out we're just using a basic approach to just talk about it from a county level, hopefully, that makes hopefully that's helpful and make sense.

243

00:41:22.860 --> 00:41:27.120

Lori Collins: So there's the role of the chief lead elected or the chief elected official.

244

00:41:27.480 --> 00:41:43.950

Lori Collins: we're going to talk to you in a little bit about the selection process or the need to have a lead cheap elected official and so in that example of a 10 county area where there are 10 chief elected officials one per county.

245

00:41:44.490 --> 00:41:57.690

Lori Collins: There would be a singular person who serves as the lead chief elected official and the law gives clear responsibilities to that person and.

246

00:41:58.380 --> 00:42:05.820

Lori Collins: The law talks about a chief elected official and it also talks about multiple chief elected officials.

247

00:42:06.150 --> 00:42:18.990

Lori Collins: Which isn't confusing at all, so in order to help make it a little more clear in Arizona you all refer to refer to it as a lead chief elected official so we're going to talk about that that person's role.

248

00:42:19.830 --> 00:42:31.860

Lori Collins: Then, in the middle in the blue rectangle you've got the local workforce Development Board and the law is very clear that that chief elected official appoints that local workforce Development Board.

249

00:42:32.160 --> 00:42:48.780

Lori Collins: The local board members don't get to decide who's on the board it's the role of the chief elected officials to decide the size of the board the types of seats that are on the board beyond the required seats, if any, and the size that that local workforce for will be.

250

00:42:49.890 --> 00:43:03.210

Lori Collins: From there the law talks about four key roles that happen at the local workforce level and we're going to go through and talk about each of these on the upcoming slots there's the role of the fiscal agent.

251

00:43:03.900 --> 00:43:14.550

Lori Collins: there's the role of board staff and oftentimes, you will see those two combined and, but there are places where it is two separate entities.

252

00:43:15.510 --> 00:43:28.890

Lori Collins: Local local decision making at play, you also have service providers and what you typically see is an entity serving as a service provider for adult and dislocated worker programs.

253

00:43:29.190 --> 00:43:40.800

Lori Collins: And then, a separate perhaps and role as a youth service provider those can all be the same, or they could be separate and then Lastly, there is the role of the one stop operator.

254

00:43:41.670 --> 00:43:59.610

Lori Collins: So these are the four key roles that have to be selected or designated at a local level that are mentioned in the law and that the law calls out specifically and assigns responsibility to either the chief elected official.

255

00:44:00.420 --> 00:44:14.100

Lori Collins: Or the local board or a sounds responsibility jointly between the two to accomplish both okay so with that let's go to the next slide and begin digging into each of these roles.

256

00:44:15.240 --> 00:44:29.370

Lori Collins: So what you have on the screen, here are some key responsibilities of Chief elected officials, and let me be really clear and say, this is not an exhaustive list okay.

257

00:44:29.730 --> 00:44:42.780

Lori Collins: And these are just some key and I really liked the example that Mitch used in his opening comments about the governance of the system is truly foundational.

258

00:44:43.110 --> 00:44:52.470

Lori Collins: And you have to have a solid foundation, as in building a house before you can have the bells and whistles of.

259

00:44:52.950 --> 00:45:01.440

Lori Collins: An integrated and regional economic focused system, and so the the governance pieces.

260

00:45:01.710 --> 00:45:14.490

Lori Collins: The role of the State board the role of the State Agency, the role of the chief elected officials and the role of the local workforce for those are your foundational pieces Okay, and so it's really important.

261

00:45:14.970 --> 00:45:21.030

Lori Collins: That there's broad understanding of what those roles are and why they are why they're there.

262

00:45:21.780 --> 00:45:35.250

Lori Collins: So just to go through these, and you know as quickly as we can, but hopefully to give you some some information to get you started there's this role of a lead chief elected official.

263

00:45:35.730 --> 00:45:47.580

Lori Collins: And that really is for that person to be the convener of the chief elected officials in a local area service, a communication point and sign documents.

264

00:45:47.940 --> 00:46:00.060

Lori Collins: on behalf of the broader group of elected officials, and I want to be clear, there is certainly not a provision necessarily in the law that says thou shalt have.

265

00:46:00.450 --> 00:46:06.630

Lori Collins: A lead chief elected official but there's really strong encouragement.

266

00:46:07.320 --> 00:46:19.080

Lori Collins: To have one to make it efficient and like I said earlier, the law does give certain responsibilities to a singular chief elected official.

267

00:46:19.320 --> 00:46:28.830

Lori Collins: And then gives responsibilities to the broader group so that seems to suggest that there is an expectation that there is this lead chief elected official.

268

00:46:30.060 --> 00:46:43.920

Lori Collins: So, moving to that second piece and across the chief elected officials and this really isn't new to wi away, but I think it's been since who became implemented.

269

00:46:44.250 --> 00:46:53.940

Lori Collins: That elected officials across the country have really started to understand and grasp what this second responsibility is here.

270

00:46:54.270 --> 00:47:02.550

Lori Collins: And that is that those cheap elected officials have they share financial liability for those funds that come down to the local level.

271

00:47:03.330 --> 00:47:20.580

Lori Collins: And what that means is when the State Agency awards funding to a local workforce development in and let's say that there is an unfortunate circumstance, where, for whatever reason, funds are misspent.

272

00:47:21.540 --> 00:47:32.340

Lori Collins: And there is a need, after a thorough audit and monitoring process it's determine that those funds were misspent and a repayment must occur.

273

00:47:33.360 --> 00:47:45.240

Lori Collins: In that situation that nobody likes to talk about could ever happen or nobody likes to think about could ever happen, but Lynn and I and Nick to could probably tell you stories of it actually does.

274

00:47:45.990 --> 00:47:58.650

Lori Collins: In that situation, there would be to be a repayment either to the State Agency or, in some cases, the money has expired, and so the repayment has to go to the US Department of Labor if the entity, who.

275

00:47:59.730 --> 00:48:12.450

Lori Collins: made that mistake if the entity, who was responsible for that disallowed pause or not finding is that able to repay it it falls on the shoulders and the cheap elected officials.

276

00:48:13.920 --> 00:48:26.040

Lori Collins: Now it's not on them personally it's on their units of government, and so, because of that, because those cheap elected officials have that financial liability.

277

00:48:26.820 --> 00:48:39.450

Lori Collins: There is not a significant financial decision that the local workforce Development Board makes that the chief elected officials do not have a role to play in.

278

00:48:40.230 --> 00:48:55.200

Lori Collins: They are either coming alongside the local board and helping make a joint decision or the chief elected officials are in review and approve mode on that decision making of the local workforce Development Board.

279

00:48:56.070 --> 00:49:12.660

Lori Collins: And so that sharing and that financial liability that's that's significant, but it also brings with it opportunity to impact the

decision making about how funds are being spent and about what entities are being selected to spend those funds.

280

00:49:14.400 --> 00:49:20.340

Lori Collins: With that we go to the third block which is designating a fiscal agent or a grant sub recipient.

281

00:49:20.970 --> 00:49:36.450

Lori Collins: The law says that that chief elected official is the grant sub recipient, however, that chief elected official may designate another entity to serve as the grant sub recipient, or they may designate an entity to serve as a fiscal agent.

282

00:49:37.500 --> 00:49:51.630

Lori Collins: And this is an optional role if a if another entity is not chosen to be the grant sub recipient or the fiscal agent that chief elected officials unit of government is to perform that role.

283

00:49:52.680 --> 00:50:05.910

Lori Collins: And the only entity, the only group of people who decide the entity to serve as the grant sub recipient or fiscal agent is the chief elected officials, it is not the decision of the local workforce Development Board.

284

00:50:07.860 --> 00:50:16.530

Lori Collins: So with that also comes and Lynn mentioned this, the local workforce Development Board itself, the chief elected officials.

285

00:50:17.280 --> 00:50:34.110

Lori Collins: decide they make the the chief lead makes the appointments to the board, but the law is pretty clear about the types of seats that must be on a board, there are some minimal minimally required seats on a board.

286

00:50:34.800 --> 00:50:38.610

Lori Collins: And then the chief elected officials can add seats to that.

287

00:50:39.330 --> 00:50:50.700

Lori Collins: And so it is that lead chief elected official we would ultimately make the appointments who would sign the papers, so to speak, and designating a person, as a member of a local board.

288

00:50:51.480 --> 00:51:01.260

Lori Collins: And, and so that's another way that the chief elected officials have liability for the funds is because well another reason.

289

00:51:02.160 --> 00:51:12.240

Lori Collins: The reason that they appoint the Board is because they have liability for the funds, and so the local workforce board is going to be making those strategic decisions about how those funds will be spent.

290

00:51:12.450 --> 00:51:25.770

Lori Collins: So it only makes sense that the chief elected officials who hold liability would have an input in who those individuals are who are going to be making those strategic decisions about about the funding and and how expensive.

291

00:51:27.090 --> 00:51:35.670

Lori Collins: And then, lastly, and I mentioned this a little bit earlier, there are some key key opportunities that the chief elected officials have.

292

00:51:36.060 --> 00:51:48.630

Lori Collins: To approve decisions of the local board, I mean they they have they serve in that review and approve mode and I think it's important to understand that in this capacity, it, this is not a rubber stamp.

293

00:51:49.710 --> 00:51:57.780

Lori Collins: And one of the functions here is that the chief elected officials are required to approve the budget of the local workforce development boards.

294

00:51:58.440 --> 00:52:09.870

Lori Collins: Again, that goes back to that financial liability, it goes back to the chief elected officials are a foundational piece of that system they're a foundational piece of the governance of the system.

295

00:52:10.470 --> 00:52:23.730

Lori Collins: And so they're required to approve or not, the budget of the local workforce Development Board and another task that they do is they approve.

296

00:52:24.210 --> 00:52:38.070

Lori Collins: The and have to sign off on the memorandum of understanding of the system and the memorandum of understanding for those of you who aren't familiar is the document sort of like the operational plan.

297

00:52:39.120 --> 00:52:49.920



Lori Collins: of how the partners in the system are going to work together for that integrated service delivery that we heard about in that first we owe a core four key principle.

298

00:52:50.280 --> 00:53:00.870

Lori Collins: And the mo you outlined how all of those partners are going to work together and to to deliver that seamless deliver a seamless services.

299

00:53:01.800 --> 00:53:12.750

Lori Collins: And there are others and, as I mentioned, when we first got on this law, this is an exhaust an unsolicited list, but these are just some of the key things that the CEOs do we can go to the next slide Lynn.

300

00:53:13.920 --> 00:53:19.890

Lori Collins: So, then, we want to take a look at some of the key responsibilities of that local workforce Development Board.

301

00:53:20.250 --> 00:53:32.580

Lori Collins: So starting this is going to sound very familiar some of these things so at the top, but again, this is not an exhaustive list either either so at the top of this list is to develop a budget for those funds.

302

00:53:33.210 --> 00:53:42.930

Lori Collins: And that that budget has to be in alignment with the local plan, which is the document that really.

303

00:53:43.530 --> 00:53:56.940

Lori Collins: outlines the services are the strategies that the local board is taking to ensure that the system is doing all of the things that it needs to do so, the budget needs to support that and so.

304

00:53:57.480 --> 00:54:12.150

Lori Collins: One example of how that can be supported, is let's say that in the local plan, the local board outlines three key industry sectors for a local area that they want to focus on robustly.

305

00:54:12.720 --> 00:54:21.150

Lori Collins: Because they're their key industry sectors that are offering high growth, jobs and let's say those industries are advanced manufacturing.

306

00:54:22.170 --> 00:54:29.610

Lori Collins: Healthcare and it well, then it would stand to reason that the budget would show.

307

00:54:29.940 --> 00:54:39.030

Lori Collins: that those are key priorities and so maybe the budget would be written or at least a portion of the budget or the training funds of the budget.

308

00:54:39.270 --> 00:54:46.110

Lori Collins: would be written in a way to say you know 30% of the training fans are going to be used to support advanced manufacturing.

309

00:54:46.560 --> 00:55:01.170

Lori Collins: or 25% is going to be used to support, health care or something like that that's not a requirement but i'm just using that as an example for how the budget has to work in concert, if you will, with the local plan.

310

00:55:02.880 --> 00:55:14.490

Lori Collins: The next responsibility of the local board that we want to talk about is selecting providers of workforce services, so if you think back to that chart I just showed showed you a little bit ago you've got.

311

00:55:15.030 --> 00:55:26.940

Lori Collins: Service providers for adults and dislocated workers and then you've also got service providers for youth and it's the local board, who has responsibility for selecting those.

312

00:55:28.290 --> 00:55:37.230

Lori Collins: Youth service providers and by law have to be competitively procured, and so the the Board has the responsibility it's got its.

313

00:55:38.130 --> 00:55:54.000

Lori Collins: identified priorities may be practicing that from the local plan it's got its budget and then using those two things together, it selects the entities, who can who are best suited to be providers to deliver those.

314

00:55:54.510 --> 00:56:03.090

Lori Collins: upfront services to individual customers and business customers in the local workforce area.

315

00:56:04.410 --> 00:56:16.710

Lori Collins: The third key responsibility of the local board is to convene partners to develop that memorandum of understanding that I

mentioned earlier that sort of serves as the operational plan for the system.

316

00:56:17.430 --> 00:56:27.240

Lori Collins: And they are also to convene partners to develop something called an infrastructure funding agreement, so the infrastructure funding agreement is a part of that Memorandum of Understanding.

317

00:56:27.660 --> 00:56:35.910

Lori Collins: And the Memorandum of Understanding again says this is how all little partners are going to work together to deliver services, the infrastructure funding agreement.

318

00:56:36.780 --> 00:56:45.750

Lori Collins: comes along and is the companion piece to that and says, and this is how the partners are going to share proportionately.

319

00:56:46.320 --> 00:56:58.470

Lori Collins: In the costs in the infrastructure costs related to those services, and then the local board also has to convene the partners to develop the local plan, which I mentioned just a few minutes ago.

320

00:56:59.610 --> 00:57:11.970

Lori Collins: The fourth responsibility here and let's just be honest, this one is that none of these are small, but i'm i'm kind of chuckling to myself, because we've just got listed here designed a local workforce system, as if.

321

00:57:12.330 --> 00:57:25.110

Lori Collins: that's something you could just do on a Tuesday and be done, but designing the system based on the needs of the Community and the needs of the local area, the needs of the region, perhaps, what are the.

322

00:57:26.700 --> 00:57:39.210

Lori Collins: Emerging sectors, what are the high growth sectors, what are the training programs that are available that support those high growth sectors.

323

00:57:39.630 --> 00:57:50.490

Lori Collins: And how are people going to access career pathways just everything about the local workforce system, which is more than one.

324

00:57:50.970 --> 00:58:00.060

Lori Collins: program or one funding stream but it's a system is a network of entities, the local board has responsibility for designing that.

325

00:58:01.050 --> 00:58:16.350

Lori Collins: And then the last one will mention is certifying one stock centers and so certification of one stop centers is really a continuous improvement and philosophy that is a part of the act or of wi away.

326

00:58:17.580 --> 00:58:37.230

Lori Collins: And it, but the purpose of certification of one stop centers is to ensure a consistent level of service across the state, and so the state board would set some criteria for certification and then the local boards and assess their centers and.

327

00:58:38.250 --> 00:58:45.630

Lori Collins: evaluate if those centers meet that criteria established by the local board, and so the idea here is to.

328

00:58:46.830 --> 00:58:54.270

Lori Collins: embed a continuous improvement model into the work to ensure that if I.

329

00:58:55.500 --> 00:59:05.820

Lori Collins: Go to one town and receive services that i've got a reasonable expectation that if I go to another town in the same state that I can receive a similar set of services.

330

00:59:07.080 --> 00:59:07.680

Lori Collins: Next slide.

331

00:59:09.840 --> 00:59:17.910

Lori Collins: Okay, so we talked a little bit I think about this, but I just want to touch on this a little bit more so, going back to.

332

00:59:18.360 --> 00:59:25.290

Lori Collins: The CEOs the chief elected officials and they're having financial having liability for the funds.

333

00:59:25.830 --> 00:59:38.550

Lori Collins: and ensuring that they may designate and the chief may designate a different grant sub recipient of fiscal agent, so we just wanted to talk about some considerations in doing that.

334

00:59:39.510 --> 00:59:54.990

Lori Collins: By designating that organization to service the grant sub recipient or fiscal agent the lead CEO is agreeing that that entity has reliable internal controls and that they have the ability to perform the job.

335

00:59:55.860 --> 01:00:06.540

Lori Collins: So it's not just yet we're going to have them do it sounds good to me let's go there should be an expectation and evidence that they have the ability to perform that function.

336

01:00:06.870 --> 01:00:19.230

Lori Collins: And that they have the ability to receive federal funds track federal funds spend and account for federal funds and that they can produce reports and be compliance and.

337

01:00:19.830 --> 01:00:30.240

Lori Collins: You know they adhere to generally accepted accounting principles and they understand who omb is and all of those things and that's office of management and budget other way.

338

01:00:31.890 --> 01:00:39.870

Lori Collins: The lead chief elected official also ensures that the designated entity has clearly defined roles and responsibilities so whenever.

339

01:00:40.770 --> 01:00:55.020

Lori Collins: That entity is selected to be the grant recipient or fiscal agent, it needs to be spelled out in a written agreement what their role is and who they take guidance from and to whom they answer for.

340

01:00:56.040 --> 01:00:56.880

Lori Collins: For that role.

341

01:00:57.900 --> 01:01:10.260

Lori Collins: grant sub recipients administrative entities fiscal agents and they only have the authority that that is given to them by the local workforce Development Board or the chief elected official.

342

01:01:10.590 --> 01:01:27.450

Lori Collins: They don't they don't supersede the local workforce board and they don't tell the local workforce board what they're going to do you know those those things are worked out and they work on behalf of that local workforce board in carrying out those services.

343

01:01:29.250 --> 01:01:35.340

Lori Collins: Another important thing to note is that and I think it's a real interesting.

344

01:01:36.480 --> 01:01:53.160

Lori Collins: Three tiered partnership or three legged stool, perhaps, is that the chief elected official designates the fiscal agent, but the fiscal agent takes their direction from the local board and so each have a responsibility and each need to know what the others do.

345

01:01:54.870 --> 01:02:04.320

Lori Collins: In doing all of that and designating another entity to be the greatest sub recipient in no way release the chief elected official of their liability for the funds.

346

01:02:04.740 --> 01:02:15.300

Lori Collins: There is not a provision in the workforce, innovation and opportunity act for a chief elected official to wave or designate away their financial liability.

347

01:02:16.260 --> 01:02:31.140

Lori Collins: And one thing that I want to point out, we know that our elected officials are busy, and they have a lot to do, but knowing that you have financial liability from millions of dollars in some cases, I think, really.

348

01:02:32.670 --> 01:02:45.930

Lori Collins: sets up the opportunity nicely that you, you want to be involved in the decision making and you don't want to send someone else to a meeting for you, you want to be you want to be involved.

349

01:02:49.800 --> 01:03:00.840

Lori Collins: And then, lastly, should that lead chief elected official not designate another entity, then their unit of government would serve in that role at five.

350

01:03:03.750 --> 01:03:18.150

Lori Collins: And so here's just a list of the roles of a fiscal agent and aside from the second bullet point where it mentions w IRA and omb specifically these roles and responsibilities are not.

351

01:03:19.230 --> 01:03:34.260

Lori Collins: specific to the public workforce system, this is really a somewhat of a generic list of roles and responsibilities that any entity, who is receiving federal funds and operating as a fiscal agent, these are the things that they would do so.

352

01:03:35.370 --> 01:03:39.030

Lori Collins: As CEOs are considering, who are the best entities.

353

01:03:46.320 --> 01:03:46.950

Oh.

354

01:03:49.800 --> 01:03:53.370

Lynn Bajorek: Lower error others also not seeing or hearing lori.

355

01:03:54.750 --> 01:03:55.200

Kolu Wilson: yeah she's.

356

01:03:55.530 --> 01:03:57.750

Lynn Bajorek: she's frozen she's frozen okay.

357

01:03:58.980 --> 01:04:00.930

Jeffrey: Let me see, oh no next slide.

358

01:04:01.440 --> 01:04:05.520

Lynn Bajorek: Oh, we can hear you lori I can you hear us.

359

01:04:08.100 --> 01:04:08.670

Lori Collins: When.

360

01:04:08.940 --> 01:04:10.290

Lynn Bajorek: Yes, can you hear me.

361

01:04:10.920 --> 01:04:13.230

Lori Collins: I can now, oh no I froze.

362

01:04:13.320 --> 01:04:16.110

Lynn Bajorek: And you're back now earlier and moving.

363

01:04:17.040 --> 01:04:18.150

Lynn Bajorek: Like okay.

364

01:04:19.080 --> 01:04:19.800

Lori Collins: we're all done.

365

01:04:24.150 --> 01:04:25.170  
Lori Collins: Have you moved forward.

366  
01:04:25.410 --> 01:04:27.810  
Lynn Bajorek: i'm now on local board staff can you see that.

367  
01:04:27.840 --> 01:04:32.310  
Lori Collins: The idea it didn't move for me huh okay.

368  
01:04:32.850 --> 01:04:35.550  
Lynn Bajorek: Do you want me to walk through what's on the slide and then you can chime in.

369  
01:04:36.450 --> 01:04:44.970  
Lynn Bajorek: Yes, okay all right well as lori's been talking about the and I know I mentioned this in my section, the local board sets the vision.

370  
01:04:45.360 --> 01:04:52.950  
Lynn Bajorek: Really identifies the priorities and creates action plans, and so they do that high level work.

371  
01:04:53.640 --> 01:05:04.440  
Lynn Bajorek: And the work for staff, then, then they implement that vision and priorities and strategies, so the staff operationalize is the vision and this gets back to what laurie was saying about how.

372  
01:05:05.370 --> 01:05:16.380  
Lynn Bajorek: it's it's the staff are following the board the board really shouldn't be following the direction of the staff right they really serve the staff service project managers for executing on that boards vision.

373  
01:05:17.490 --> 01:05:19.740  
Lynn Bajorek: So lori's anything you want to add to that fine.

374  
01:05:21.870 --> 01:05:22.800  
Lynn Bajorek: nope okay.

375  
01:05:23.190 --> 01:05:25.890  
Lynn Bajorek: Great all right, can you see the slides again.

376  
01:05:26.730 --> 01:05:28.740



Lynn Bajorek: nope okay that you're gonna keep going.

377

01:05:29.610 --> 01:05:36.090

Lori Collins: Then I can I can I can do it, I don't have to be able to see it I got it so but just tell me which one more on.

378

01:05:36.210 --> 01:05:42.450

Lynn Bajorek: Okay, well, we just moved down to service providers the the arrow but, before you do that, we did get a question.

379

01:05:43.530 --> 01:05:48.480

Lynn Bajorek: says, can you talk a little more about how the fiscal agent reports to the board versus the CEO.

380

01:05:49.890 --> 01:06:07.050

Lori Collins: Sure um and I know that that's probably That may sound a little bit confusing, so the reason for that is the local board sets the vision designs the system.

381

01:06:07.680 --> 01:06:19.110

Lori Collins: So, to speak for the what the workforce system will look like at the local level and so that funding has to follow that design and so.

382

01:06:20.370 --> 01:06:23.190

Lori Collins: So what that means is.

383

01:06:24.480 --> 01:06:26.520

Lori Collins: If a local board.

384

01:06:27.660 --> 01:06:29.400

Lori Collins: And i'm just going to use a very.

385

01:06:30.810 --> 01:06:31.740

Lori Collins: General.

386

01:06:32.880 --> 01:06:40.950

Lori Collins: description here, but if the local board contracts with the local goodwill organization to operate.

387

01:06:41.580 --> 01:06:53.760

Lori Collins: A youth program it's the local board who runs that procurement it's the local board who selects goodwill as that provider so it's the board, who.

388

01:06:54.270 --> 01:07:22.290

Lori Collins: directs the fiscal agent to provide a contract on their behalf to goodwill for the funding, however, it should have been in the budget that the chief elected officials approved and how much money the local Board was setting aside for that for that youth program so i'm.

389

01:07:23.490 --> 01:07:29.220

Lori Collins: Just I hope that helps to answer, I mean we can certainly go into a little bit more detail about that.

390

01:07:29.250 --> 01:07:30.480

If that would be helpful.

391

01:07:32.100 --> 01:07:34.080

Lynn Bajorek: She said yes, thank you.

392

01:07:35.250 --> 01:07:45.240

Lynn Bajorek: And we have another question, so the local board if it's not a legal entity, as provided by two CFR 200 the local board cannot sign contracts.

393

01:07:48.270 --> 01:08:02.610

Lori Collins: And that is why you have a grant sub recipient or a fiscal agent execute those on your behalf on some boards, we do see this in some other States some boards are organized are incorporated.

394

01:08:03.360 --> 01:08:19.620

Lori Collins: As 501 C three I think that's the irs designation, so in that situation, the local board can enter into contracts on its behalf, but you're right, otherwise there has to be that other entity who's.

395

01:08:20.700 --> 01:08:23.550

Lori Collins: who's extending that contract, on behalf of the local board.

396

01:08:26.160 --> 01:08:28.860

Lynn Bajorek: Okay, thank you lori we can go on to service providers.

397

01:08:29.250 --> 01:08:38.640

Lori Collins: Okay um okay so sorry about the technology which is great when it works OK so.

398

01:08:39.510 --> 01:08:53.400

Lori Collins: The service providers, and I think that that question that abby asked is a is a really good lead into to this slide so i'm asked the local board, they are.

399

01:08:53.910 --> 01:09:01.230

Lori Collins: charged with selecting who will be the the entities that provide the services to the customers.

400

01:09:02.190 --> 01:09:11.460

Lori Collins: And the service providers, as I mentioned before, typically are you have adult and dislocated workers services provided by one entity and then.

401

01:09:12.000 --> 01:09:24.510

Lori Collins: Word or just pulled out separate and talked about separately and then you have youth service providers and they can be the same, but they're just the the roles and functions are just a little bit different that's why we talk about them differently.

402

01:09:24.900 --> 01:09:34.890

Lori Collins: And so, those are going to be the people that are interacting with individuals accessing services from the centers, and so the local board has that responsibility to.

403

01:09:36.180 --> 01:09:48.390

Lori Collins: Youth programming youth providers have to be competitively procured state agencies or state boards can determine if an adult and dislocated worker providers.

404

01:09:48.960 --> 01:10:09.360

Lori Collins: have to be competitively procured the law encourages it, but it stops short of requiring a competitive procurement for adult dislocated workers services, and so this is just another group that then is providing service, on behalf of the local workforce Development Board.

405

01:10:10.380 --> 01:10:10.860

Lori Collins: Excellent.

406

01:10:13.740 --> 01:10:17.340

Lori Collins: And then the final one is the one stop operator and.

407

01:10:18.360 --> 01:10:42.000

Lori Collins: It is required in the law that the one stop operator be competitively procured oftentimes that happens, through an rfp process, but the largest as competitive procurement and so we know that there are different modes of competitive procurement and the one stop operators role is.

408

01:10:43.050 --> 01:11:00.960

Lori Collins: At a minimum is really like a mall manager there's different organizations under one roof functioning together, and it is the job of the one stop operator to coordinate that to ensure that services are integrated and to ensure that.

409

01:11:01.470 --> 01:11:14.640

Lori Collins: entities are working together to deliver those integrated services that we talked about the one stop operator can be given additional duties by the local workforce Development Board.

410

01:11:15.510 --> 01:11:34.320

Lori Collins: And then there, they are prohibited from performing certain functions like they can't monitor themselves, they can't do a function that is specifically given to the local workforce Development Board so, for example, and they can't write the local plan.

411

01:11:35.400 --> 01:11:45.870

Lori Collins: But they can certainly do there's a whole list of other things, that the local board can give them to do, and so the one stop operator.

412

01:11:46.410 --> 01:12:00.030

Lori Collins: is to be as competitive as I said, competitively procure and then the CEOs do have to sign off on and agree to the selection of the one stop operator so that's another way that the chief elected officials.

413

01:12:00.900 --> 01:12:07.860

Lori Collins: There financial liability comes into play, and the opportunities that they have as a result of that money to live.

414

01:12:09.420 --> 01:12:09.870

Lori Collins: Excellent.

415

01:12:11.880 --> 01:12:29.820

Lori Collins: And so, one thing that we did want to talk about is that while we've covered roles and specific to be elected officials and while

we've covered roles specific to the local workforce Development Board, there are some shared responsibilities that they have.

416

01:12:31.230 --> 01:12:41.340

Lori Collins: One is around local plan development which we we've mentioned already, they have to come, alongside each other and work together to develop that local plan.

417

01:12:42.000 --> 01:12:59.070

Lori Collins: They also come alongside each other and work together to conduct oversight of the local system, and this could involve setting policy providing fiscal oversight, but the law it's very clear that they both conduct oversight of the system.

418

01:13:00.570 --> 01:13:09.090

Lori Collins: A third way is to performance negotiations, and so what this is talking about is there are performance indicators or.

419

01:13:10.350 --> 01:13:24.060

Lori Collins: Key kpis if you're if you're from the private sector and that that has to be met, based on the adult dislocated worker and youth funding and so.

420

01:13:25.410 --> 01:13:33.690

Lori Collins: Those rates of performance that local areas strive to achieve every year actually arrived.

421

01:13:34.440 --> 01:13:45.900

Lori Collins: are the result of another negotiation process with the State Agency, and so the local Board and the chief elected officials have a role to play in that as well.

422

01:13:46.380 --> 01:13:54.900

Lori Collins: And then the last one that we've mentioned here is regional planning, and so this is a situation simply that when.

423

01:13:55.440 --> 01:14:12.720

Lori Collins: two or more local workforce development areas come together to work across borders work across county lines to have taken more regional approach to economic development, you know.

424

01:14:14.310 --> 01:14:26.610

Lori Collins: A business that's looking to hire 100 workers, most of the time isn't going to say, well, I only want workers from these seven counties or this one county.

425

01:14:27.000 --> 01:14:47.310

Lori Collins: they're going to say I want workers who can do these skills and so oftentimes county boundaries or i'll even say state boundaries are arbitrary when it comes to do and true regional economic development and so who a just put an emphasis on.

426

01:14:48.600 --> 01:15:04.350

Lori Collins: more of a regional planning approach, and so there are times when groups of CEOs have to work with other groups of CEOs and have to work with other local boards in order to move that Needle, on a more regional planning the.

427

01:15:06.450 --> 01:15:06.930

Lori Collins: Next slide.

428

01:15:09.930 --> 01:15:24.150

Lori Collins: And so that brings us to something we wanted to talk about for just a minute about firewalls So you see these four circles on the screen and you'll notice that those are the same.

429

01:15:24.780 --> 01:15:33.510

Lori Collins: Four entities or four roles that we went through and talked about that happened at the local level well.

430

01:15:34.200 --> 01:15:48.210

Lori Collins: Each of each of these are it's mentioned in the law that if any organization any is going to be selected or appointed to perform more than one of these roles.

431

01:15:48.900 --> 01:16:03.540

Lori Collins: that there has to be a written agreement with the CEOs are the leaves you know and the local Board, which outlines how that organization will demonstrate internal controls and prevent conflict of interest.

432

01:16:04.590 --> 01:16:05.040

Lori Collins: Now.

433

01:16:06.450 --> 01:16:18.810

Lori Collins: Some will say that the law was written in a way that the ideal scenario is that there are four separate entities performing these functions.

434

01:16:20.100 --> 01:16:32.250

Lori Collins: However, that can't always happen or maybe there can be a business case made for why it shouldn't happen, but when there has to be overlap.

435

01:16:32.790 --> 01:16:46.260

Lori Collins: it's very important that that overlap be walked into carefully intentionally and with things fully outlined about where.

436

01:16:47.100 --> 01:17:04.500

Lori Collins: One function stops and stop starts and stops and another function starts and stops when you have, and I can I could tell you stories of this and Lynn and and others we've seen it happen.

437

01:17:05.250 --> 01:17:21.960

Lori Collins: When you got single entities, who Service staff to the board to serve also as fiscal agent, who then also provide the adult and it's located worker and youth services and let's just might as well, throw in one stop operator on me.

438

01:17:22.860 --> 01:17:32.100

Lori Collins: You really consolidate power and that's not always a good thing, and you really.

439

01:17:33.510 --> 01:17:43.320

Lori Collins: have to be more careful about accountability and transparency, I mean the law clearly talks about the need for firewalls and so.

440

01:17:45.180 --> 01:17:59.160

Lori Collins: You got a conflict of interest policy in Arizona that really is really well written and it lays out what each organization needs to do and.

441

01:17:59.700 --> 01:18:15.780

Lori Collins: So that's a result of what's in the law here around the requirement for firewalls, so I think that's the last slide that we have before we get to a spot where we could take some questions.

442

01:18:20.580 --> 01:18:27.930

Lynn Bajorek: Alright, if folks want to unmute themselves and just ask a question directly, please feel free to do that, or you can type into the chat.

443

01:18:33.930 --> 01:18:38.040

Kolu Wilson: hello, this is corey Wilson or, of course, administrator with the commerce authority.

444

01:18:39.480 --> 01:18:43.980

Kolu Wilson: I have a comment may be a question can you speak to.

445

01:18:45.420 --> 01:18:55.410

Kolu Wilson: The authority of the board staff to represent the interests of the Board versus some of these other roles, like the service provider and one stop operator.

446

01:18:55.980 --> 01:19:08.190

Kolu Wilson: I mean, representing the interest because what we're running into sometimes it's when we're having conversations from the state with the local area we are looking to specifically speak to the board or the board staff, and we are finding that.

447

01:19:09.780 --> 01:19:11.850

Kolu Wilson: and historically has been allowed for.

448

01:19:12.720 --> 01:19:19.500

Kolu Wilson: Service providers or other county staff to be part of the conversation, and knowing you know about firewalls and conflict of interest we have been precluding.

449

01:19:19.740 --> 01:19:31.350

Kolu Wilson: Anyone who's not a member of the board or the board staff to be part of those conversations around formula applications performing performance negotiations things like that i'm hoping, you can maybe provide some clarity there.

450

01:19:32.610 --> 01:19:46.860

Lori Collins: Sure um well, I will, I will start and then then we'll gladly invite you to jump in you know I think I think that's a really good question and i'll be real honest, this is an area that gets blurry.

451

01:19:47.340 --> 01:19:57.120

Lori Collins: And for a lot of places and let's be honest, the local workforce boards and the State board their volunteer boards.

452

01:19:57.510 --> 01:20:14.910

Lori Collins: And so you know there's there's not an expectation that as a volunteer member of the board that you're going to be ingrained every single day in the day to day operations of running running the system, however.



453

01:20:15.780 --> 01:20:28.110

Lori Collins: You are providing governance and oversight and leadership and one of the things that we we see and we talk to groups about is.

454

01:20:28.950 --> 01:20:39.120

Lori Collins: You know there's this notion of local boards and and, to some degree state boards being high functioning or high impact boards.

455

01:20:39.540 --> 01:20:49.170

Lori Collins: But sometimes what we see is you pull back the curtain and it's not necessarily that the Board is high impact or high functioning but it's their staff that's high impact or high functioning.

456

01:20:49.980 --> 01:21:04.080

Lori Collins: And that's great you want skilled and qualified and competent people in those roles, but at the end of the day, it is the local board that is charged with.

457

01:21:05.430 --> 01:21:19.260

Lori Collins: And the chief elected officials with writing that local plan, it is the local board that is charged with negotiating that memorandum of understanding with the partners in the system and so.

458

01:21:20.040 --> 01:21:32.730

Lori Collins: While we don't necessarily expect the HR manager from the local hospital who sits on the board to be in the trenches and negotiating a memorandum of understanding.

459

01:21:33.180 --> 01:21:42.360

Lori Collins: What is expected is that that board is giving guidance to the staff on what are the key things that they want to see happen in the system.

460

01:21:42.900 --> 01:21:57.660

Lori Collins: And they are giving they are developing a mission statement and goals and vision, they are doing that high level vision setting and then the staff is coming behind an operational realizing it.

461

01:21:59.280 --> 01:22:00.000

Lori Collins: So.

462

01:22:01.140 --> 01:22:07.890

Lori Collins: Those are my thoughts and i'm sure Lynn want to be able to add to that and we'll see.

463

01:22:08.070 --> 01:22:10.590

Lori Collins: No, I think I begin to answer for you.

464

01:22:10.740 --> 01:22:12.630

Lynn Bajorek: I completely agree and I think.

465

01:22:13.920 --> 01:22:19.740

Lynn Bajorek: What I have seen and places around the country to which to me as a federal monitor I used to do that.

466

01:22:20.430 --> 01:22:29.580

Lynn Bajorek: As was a red flag was if there were areas where service providers were really communicating on behalf of a board.

467

01:22:30.210 --> 01:22:43.620

Lynn Bajorek: Then that's a real problem, I mean they they should if they if they may be attending a meeting about funding allocations I don't mean to me that doesn't necessarily see appropriate seem appropriate because they should get that information from.

468

01:22:44.040 --> 01:23:01.500

Lynn Bajorek: Whoever they're contracting with and it probably just just pertain to what's in their contract, but you know that to me sounds like the board delegating its responsibility or the port staff delegating its responsibility down to service providers and to me that's a red flag.

469

01:23:02.610 --> 01:23:04.140

Lynn Bajorek: I don't know it does that get your question.

470

01:23:04.140 --> 01:23:16.710

Kolu Wilson: To answer my question in that same vein, can you speak to when the chief elected officials delegates some of his or her responsibilities down to an entity that might also serve as the service provider.

471

01:23:19.920 --> 01:23:21.720

Lori Collins: I can delegate their financial.

472

01:23:22.080 --> 01:23:24.210

Lynn Bajorek: Liability so.

473

01:23:25.470 --> 01:23:27.750

Kolu Wilson: that's why liability, but other other element.

474

01:23:28.260 --> 01:23:42.360

Lynn Bajorek: right but it's all the bucs going to stop with them, so when they start delegating things down that are not, you know that that are I would consider oversight functions.

475

01:23:43.500 --> 01:23:50.370

Lynn Bajorek: You know functions that may point at liability or risk then to me that's another red flag.

476

01:23:53.070 --> 01:23:53.790

Lynn Bajorek: Yes, always do.

477

01:23:53.940 --> 01:24:08.580

Lori Collins: um every function that the chief elected officials have is a result of the fact that they have financial liability so whenever they start peeling away their responsibilities.

478

01:24:09.630 --> 01:24:21.540

Lori Collins: Their opportunity to have responsibility they're peeling away the opportunity to impact financial decisions that could ultimately come back on them.

479

01:24:24.420 --> 01:24:28.980

Lori Collins: Arizona is not alone in that issue, but.

480

01:24:30.060 --> 01:24:41.580

Lori Collins: I would tell you that I don't see any provision in the law for a chief elected official to delegate away any of their responsibilities it's not mentioned in the law at all.

481

01:24:42.930 --> 01:24:48.660

Lori Collins: So I would, I think that's a very fine line and.

482

01:24:49.950 --> 01:25:05.220

Lori Collins: Maybe we've made it a fine line and it's really not maybe it's a big bold line but we've allowed it to be a fine line, and you know I can i'm thinking of one situation and i'll keep the state nameless but.

483

01:25:06.480 --> 01:25:13.920

Lori Collins: Chief elected officials to the tune of a few million dollars released their.

484

01:25:15.270 --> 01:25:27.600

Lori Collins: Responsibilities for decision making and governance to a singular entity that served as fiscal agent staff to the board one stop operator and adult this located worker and youth service provider.

485

01:25:28.650 --> 01:25:35.040

Lori Collins: And after a couple of years state auditors and the US Department of Labor.

486

01:25:36.120 --> 01:25:44.880

Lori Collins: involved those chief elected officials had to pony up a pretty sizable amount of cash due to some disallowed costs.

487

01:25:45.540 --> 01:26:02.760

Lori Collins: And so I think whenever you have singular entities performing multiple roles and you have CEOs stepping away from their responsibilities to use lens terminology, I think you've got i've got you've got a handful of red flags right there.

488

01:26:06.630 --> 01:26:08.460

Lori Collins: Thank you for that question, thank you.

489

01:26:08.910 --> 01:26:12.300

Lynn Bajorek: yeah I see Cindy has their hand raised go ahead Cindy.

490

01:26:12.390 --> 01:26:27.660

Cindy Wilson: God, this is Cindy Wilson again um and can you speak a little bit about new service per product provider procurement whether it's required or not I know it's a board function but.

491

01:26:30.030 --> 01:26:33.300

Cindy Wilson: yeah just if it's a if it's a required procurement.

492

01:26:34.350 --> 01:26:39.000

Lori Collins: Yes, youth service provider is a required for German bungalow.

493

01:26:44.610 --> 01:26:47.610

Lori Collins: Is there more about that you want to discuss.

494

01:26:54.630 --> 01:27:00.720

Lynn Bajorek: I don't think so i'm a follow up question, what do you mean by required procurement.

495

01:27:01.380 --> 01:27:16.500

Lori Collins: Okay sure um so there has to be so it's a competitive procurement, so there has to be a process that is fair and equitable to any entity, who would want to.

496

01:27:16.980 --> 01:27:29.520

Lori Collins: i'll say bid on the opportunity to do the work, so the most often form of the most often used form of competitive procurement is a an rfp process, which stands for a request for proposals.

497

01:27:29.880 --> 01:27:44.070

Lori Collins: And so, that would mean that, in this particular situation that a local board or the entity, who has the contracting authority on behalf of the local board via a grant sub recipient or fiscal agent.

498

01:27:44.580 --> 01:27:58.770

Lori Collins: They would issue a request for proposals and, in that they would outline everything that they're looking for in a youth service provider everything that they want done and.

499

01:27:59.400 --> 01:28:07.620

Lori Collins: For how long they want it done for and for how much money is going to be available and then entities would submit proposals.

500

01:28:08.760 --> 01:28:22.380

Lori Collins: In response to that, and then the best proposal there would be an evaluation process and the best proposal would be selected and that's what's meant by a company that's one example of a competitive procurement.

501

01:28:24.450 --> 01:28:41.010

Lori Collins: And so what that means is that youth providers a local board cannot just say Okay, we want goodwill to be the youth service provider they can't do that they have to go through this competitive procure process to select the provider.

502

01:28:49.080 --> 01:29:02.400

Lynn Bajorek: Okay, we are one minute shy to the end here, but I do see one more hand raise so we'll take one more question and then i'll kick it over I don't know if it's Tom or Rachel whoever's going to wrap up so gave Loyola.

503

01:29:02.910 --> 01:29:04.170

Gabe Loyola: Yes, thank you.

504

01:29:05.220 --> 01:29:18.990

Gabe Loyola: The question regarding representing and local elected official, it is not the responsibility of the host or the invite to a person to determine who attends a particular meeting.

505

01:29:19.740 --> 01:29:28.980

Gabe Loyola: If i'm not going elected official is invited he or she cannot make it then the local elected official may appoint somebody on their behalf.

506

01:29:29.730 --> 01:29:38.970

Gabe Loyola: I understand the issue of liability and that's a very serious issue, I agree totally that the local elected official has liability for anything that goes wrong.

507

01:29:39.690 --> 01:29:58.260

Gabe Loyola: By the same token, local elected officials cannot be attending all the wi oh hey meetings so therefore it's their prerogative to designate a individual who may work for the county or the city to represent them for that particular session.

508

01:29:59.490 --> 01:30:06.120

Lynn Bajorek: what's the question, I think that was raised, I agree with you absolutely I think the question that was raised was about service providers.

509

01:30:06.690 --> 01:30:14.520

Lynn Bajorek: attending those meetings on behalf and certainly guests, we understand, they can go to everything we expect to typically see board staff.

510

01:30:15.060 --> 01:30:33.330

Lynn Bajorek: Often, you know, representing that meetings I think it's more if you see a trend, and if you see you know other indicators that the the chief like official is not truly engaged, those are those add up to red flags is I guess how I might say it, but lori what What would you add to that.

511

01:30:33.720 --> 01:30:44.580

Lori Collins: completely agree yeah you know cheap elected officials have a lot on their plates and sending a proxy to a meeting because they can't attend is is a completely acceptable.

512

01:30:45.000 --> 01:30:49.050

Lori Collins: thing to do, but I would agree with when it's whenever there's a pattern of that.

513

01:30:49.830 --> 01:31:06.630

Lori Collins: When the CEO has an engaged in any capacity but but keep sending the economic development director to everything, I think that that that tells a different story than not able to attend a meeting and having to send someone in their place and yeah I would have.

514

01:31:07.290 --> 01:31:16.110

Gabe Loyola: In addition to that there's a chat some people interpret function separation to mean that they cannot talk to each other at the local level.

515

01:31:16.590 --> 01:31:27.720

Gabe Loyola: Local coordination is necessary for successful outcomes, I think, sometimes we carry this issue of conflict and firewalls a little too far it's almost like.

516

01:31:28.560 --> 01:31:38.280

Gabe Loyola: A workforce board member cannot talk to the fiscal or a somebody else or the other person can talk to that person because of the firewall.

517

01:31:38.850 --> 01:31:51.750

Gabe Loyola: It doesn't work that way, in reality, if a county has the function of providing services and also a fiscal agent, certainly, they can talk to each other there's nothing wrong with that.

518

01:31:54.660 --> 01:31:59.340

Lynn Bajorek: No, I don't think we're referring to general collaboration and communication we're talking about.

519

01:31:59.640 --> 01:32:11.460

Lynn Bajorek: You know supervisor, you know the the chain of supervisory command we're talking about not monitoring oneself were and I, you know that's a great question because I do want to do a plug for this future training we're going to have.

520

01:32:12.240 --> 01:32:21.930

Lynn Bajorek: Which is going to really dig in deeper into conflict of interest and firewalls and is going to really give out some examples of what we mean by these things so.

521

01:32:22.680 --> 01:32:36.750

Lynn Bajorek: So that's helpful um so yeah you bet, thank you for the questions i'm Tom Rachel I know we're going over, but I see some hands raised, would you like us to keep going, or do you feel like we need to wrap up at this point.

522

01:32:37.530 --> 01:32:44.130

Rachael Tashbook: If you don't mind if we can get a few more questions answered I know our our team would really appreciate it.

523

01:32:44.430 --> 01:32:45.960

Lynn Bajorek: Absolutely um.

524

01:32:46.320 --> 01:32:47.310

Lynn Bajorek: So I see.

525

01:32:47.370 --> 01:32:51.480

Lynn Bajorek: A hand raised from is it give up give up, they can.

526

01:32:51.660 --> 01:32:52.890

Yavapai Co WDB: apply it, thank you.

527

01:32:53.400 --> 01:32:59.310

Yavapai Co WDB: Honey Thank you so much, and what an outstanding presentation, thank you for being here today.

528

01:32:59.970 --> 01:33:07.590

Yavapai Co WDB: I think the conversation that was just being had was greatly related to transparency and well I understand.

529

01:33:08.220 --> 01:33:17.880

Yavapai Co WDB: very definitely i've been in the business a long, long time and i'm the director for gamma Phi county and the need to have the need and the authority of a voice.

530

01:33:18.450 --> 01:33:29.280

Yavapai Co WDB: But to not allow partners to be at least hear a conversation is not transparent and I just wanted to add that, to the conversation.

531

01:33:29.640 --> 01:33:44.790



Yavapai Co WDB: And while we might want the voices or the boats, or to be a certain bar foot body or party shouldn't forbid that transparency providers are operators and they're part of a system, it should be a system wide opportunity.

532

01:33:50.340 --> 01:33:55.770

Lynn Bajorek: yeah I don't think we we disagree with that, I think, however, we would say it is.

533

01:33:56.130 --> 01:34:10.560

Lynn Bajorek: It you know the local level, you know if they want to include people in conversations I mean I don't think in most cases that's a problem as long as they're not delegating decision making down to those folks or.

534

01:34:11.460 --> 01:34:20.730

Lynn Bajorek: giving them more influence and they should have you know the where the decision making needs to happen right it's at the board level I don't lori do you want to add to that.

535

01:34:22.350 --> 01:34:32.430

Lori Collins: I do, and I, it sounds like this upcoming training around conflict of interest and firewalls and those sorts of things is is it sounds like there's.

536

01:34:33.630 --> 01:34:44.580

Lori Collins: it's a very needed training and there's going to be some good discussion for that so i'm glad you all are racing racing these things one thing, though, that I would want to point out is.

537

01:34:47.160 --> 01:34:57.030

Lori Collins: As a local workforce Board and the local board has providers who are working on behalf of that board and.

538

01:34:58.140 --> 01:35:07.560

Lori Collins: That provider is in a contractual relationship with the board, and in that particular so so with that.

539

01:35:08.940 --> 01:35:28.860

Lori Collins: There are times when that provider is a partner in the system, they are a partner with the board, but there are also times and I think it's more often than not, when they the relationship, there is that of contractor and.

540

01:35:30.120 --> 01:35:40.440

Lori Collins: You know the Board has the oversight role of the contractor or oversight role of the contractor, excuse me, so I do think that.

541

01:35:40.920 --> 01:35:51.570

Lori Collins: While you're right the service providers are partners in the work that the Board is trying to do it's not always the case that.

542

01:35:52.110 --> 01:36:05.310

Lori Collins: The room that they want to be in is a partnership driven room, it may be an opportunity where the board needs to operate as oversight of.

543

01:36:05.910 --> 01:36:18.480

Lori Collins: An entity, rather than come alongside them in a partnership capacity, so I mean I think there's a delicate balance there and I think that i'm probably not explaining myself, but I mean I think it's a.

544

01:36:18.930 --> 01:36:28.350

Lori Collins: I think the local structure is an interesting has some interesting dynamics to it and you just have to remember that.

545

01:36:29.400 --> 01:36:39.180

Lori Collins: The Board is contracting for certain services, and so there is a contractual relationship in some cases, and the Board has to enforce certain things.

546

01:36:39.420 --> 01:36:47.010

Lori Collins: Through those contractual relationships and as a result, there may be times when it's not appropriate.

547

01:36:47.340 --> 01:36:59.910

Lori Collins: For a service provider to be in the room, with the local board when the local board is having a conversation with the State Agency just because of the relationship so I just wanted to share that.

548

01:37:00.390 --> 01:37:12.030

Yavapai Co WDB: yeah there's definitely circumstances, sometimes when it is or is not appropriate, but when they go into executive session, or are they have a study session and so thank you for those comments as.

549

01:37:12.840 --> 01:37:16.950

Lori Collins: Well i'm I thanks for that question, and I think that you know.

550

01:37:17.070 --> 01:37:23.220

Lori Collins: A couple of our colleagues are going to be doing the conflict of interest the upcoming session and I think we.

551

01:37:23.550 --> 01:37:39.060

Lori Collins: We can take some of these questions and issues that you all brace today and help inform them so that they can, maybe, be a little bit more prepared about some specific nuances with Arizona that may come up within your all's question and answer with them, so thank you all.

552

01:37:41.340 --> 01:37:43.440

Lynn Bajorek: Are there any other questions.

553

01:37:46.410 --> 01:37:52.410

Lynn Bajorek: either in the chat i'm not seeing anything at the moment, or if anyone wants to go off mute and ask.

554

01:37:57.420 --> 01:37:59.310

No okay.

555

01:38:00.930 --> 01:38:18.600

Lynn Bajorek: All right, well we've really enjoyed our time with you today, and you did ask great questions, thank you for sticking with us, we know it's a lot of information, I think, at this point i'm going to turn it over to Rachel tash book to do the wrap up in next step.

556

01:38:19.560 --> 01:38:32.400

Rachael Tashbook: Well, thank you so much for the training today, I know, like many folks on the call we really appreciated it, and thank you to our local board directors and team for asking so many great questions during this call.

557

01:38:33.810 --> 01:38:44.100

Rachael Tashbook: Just a reminder, we have two more trainings coming up the first next Wednesday on the 21st we'll be talking about the mo you and if phase.

558

01:38:44.490 --> 01:38:56.670

Rachael Tashbook: And then on the 28th will have the training on our so procurement So if you haven't signed up for those please send me an email with the names and email addresses of the folks who should be in attendance, for that.

559

01:38:57.840 --> 01:39:14.160

Rachael Tashbook: We do we did end up having a lot more folks sign up for this first training than than the latter two so if if you don't feel like your local board or chief elected officials are well represented on those calls, we definitely still can can add some folks to those trainings.

560

01:39:15.390 --> 01:39:18.390

Rachael Tashbook: But with that I appreciate everybody.

561

01:39:19.410 --> 01:39:23.400

Rachael Tashbook: For for joining us and it looks like we have an evaluation as well.

562

01:39:25.380 --> 01:39:33.270

Lynn Bajorek: We do yeah I just pop the link in the chat box, if you want to the direct link So if you click on that it's very short.

563

01:39:33.840 --> 01:39:42.720

Lynn Bajorek: shouldn't take you long but we'd appreciate it if you could complete that and i'm sorry Rachel I should have had this up when you were talking about the upcoming training sessions.

564

01:39:43.530 --> 01:39:52.920

Lynn Bajorek: So a little bit information on that and and Rachel we will be getting you the final slides so that you can send that out with the recording.

565

01:39:54.300 --> 01:39:55.380

Rachael Tashbook: Perfect Thank you.

566

01:39:58.770 --> 01:40:00.600

Lynn Bajorek: Thank you have a good rest of your day.

567

01:40:02.520 --> 01:40:02.970

Kolu Wilson: Thank you.

568

01:40:03.570 --> 01:40:04.650

Rachael Tashbook: Thank you so much.

569

01:40:05.700 --> 01:40:06.270

Jesus Love: Thank you.

570

01:40:20.820 --> 01:40:21.660

Jeffrey: Thanks lori.

571

01:40:22.230 --> 01:40:22.830

Lynn Bajorek: Thank you.

572

01:40:26.250 --> 01:40:26.610

Lynn Bajorek: Okay.

573

01:40:32.760 --> 01:40:33.510

Nancy Meeden: Thanks lori.

574

01:40:36.810 --> 01:40:37.620

Nancy Meeden: we'll catch up.

575

01:40:38.670 --> 01:40:40.020

Lynn Bajorek: Well we'll sign off then.

576

01:40:40.650 --> 01:40:44.040

Nancy Meeden: yeah we can catch up with you guys later, but yeah Thank you, I think.

577

01:40:44.160 --> 01:40:47.250

Lynn Bajorek: yeah alright have a good day.

578

01:40:47.580 --> 01:40:48.720

Nancy Meeden: You guys too.