

Contract: Chicanos Por la Causa One-Stop Operator  
 Program Year 2021 Monitoring Report  
 Submitted for approval by the Pinal County Workforce Development Board on July 21, 2022

CONTRACT ELEMENT	REVIEW COMMENTS
<b>1 CONTRACTOR RESPONSIBILITIES</b>	
<b>1.1 Overall Administration.</b>	
The Contractor shall:	
1.1.1 Comply with WIOA regulations, the ARIZONA@WORK Pinal County Local Workforce Development Area Plan, and state and local policies.	No issues.
1.1.2 Have the capability to modify their offering to comply with any new revised WIOA regulations.	No issues.
1.1.3 Provide services as the “ARIZONA@WORK Pinal County One Stop Operator” and under the ARIZONA@WORK Pinal County brand regardless of organizational affiliation.	No issues.
1.1.4 Ensure that as a One-Stop Operator, they:	
1.1.4.1 Disclose any potential conflicts of interest arising from the relationships with particular training service providers or other service providers, including, but not limited to, career services providers.	No issues.
1.1.4.2 Refrain from establishing practices, in coordinating services and serving as a one-stop operator, that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training, and education services; and	No issues.

<p>1.1.4.3 Comply with Federal regulations and procurement policies relating to the calculation and use of profits, including those at 20 CFR § 683.295, the Uniform Guidance in 2 CFR Part 200 including the contractual provisions in 2 CFR 200.326 and 2 CFR part 2900 and other applicable regulations and policies.</p>	<p>No issues.</p>
<p>1.1.5 Provide competent and cooperative management with a vision for developing and supporting a positive and collaborative organizational environment.</p>	<p>The OSO understands the PCWDB’s vision for seamless service delivery across all ARIZONA@WORK Pinal County partner programs. The OSO role will continue to build relationships and improve communication between ARIZONA@WORK Pinal County partners to increase their participation, coordination in the system and build an inclusive cooperative environment. During PY 21, surveys were conducted with ARIZONA@WORK Pinal County staff and leadership. The results indicate that communication and relationships between partners is an area that needs improvement.</p>
<p>1.1.6 Support the plan through strategies and outline a clear business strategy for the ARIZONA@WORK Pinal County system that supports the local workforce development area plan.</p>	<p>The OSO attempted to assist the PCWDB with the implementation of strategies outlined in the local plan, but there were instances where the OSO was unable to clearly communicate the purpose of the strategy implementation to achieve buy-in from the ARIZONA@WORK Pinal County partners.</p>
<p><b>1.2 Coordination of Services.</b></p>	
<p>The Contractor shall:</p>	
<p>1.2.1 Be responsible for the coordination, and implementation of the partner program service delivery system as outlined in the “ARIZONA@WORK Pinal County Local Workforce Development Plan, 2020-2023” (Local Plan).</p>	<p>The OSO continues to increase ARIZONA@WORK Pinal County partners knowledge of benefits of being part of the ARIZONA@WORK Pinal County System, and opportunities for the partner programs to work together to meet Pinal County resident’s needs. As the ARIZONA@WORK Pinal County expands its service delivery countywide and implements innovative service delivery strategies, the OSO will need to continue to breakdown partner silos, and partner’s comfort with the status quo. CPLC has consistently encouraged collaboration between partner programs. In PY21, the OSO assisted with implementation of the use of the County Contact</p>

	<p>Center for all incoming phone calls that were previously routed to the ARIZONA@WORK Pinal County Business and Career Center. This was the first step in re-organizing the ARIZONA@WORK Pinal County structure so that system reach is countywide, and supports both ARIZONA@WORK Pinal County partners that are located at the Business and Career Center in Casa Grande and those partners located in other locations in Pinal County. The implementation of routing calls through the call center resulted in an 8% decrease in irrelevant calls.</p>
<p>1.2.2 Direct the flow and delivery of services in accordance with workforce system policies.</p>	<p>A new Business and Career Center flow was initiated at the ARIZONA@WORK Pinal County for a test period. However, due to the lack of agreed upon success metrics it was difficult determine whether the tested flow was meeting targeted objectives. The OSO did not update the PCWDB if the new flow required any adjustments or if it continues to be place. In PY 22, the OSO will need to work closer with the board staff while continuing to work with the partners to ensure the in-person flow at the Business and Career Center supports a human-centered approach that supports access to partners located in the center and located at other locations through the county.</p>
<p>1.2.3 Use a high level of innovation and creativity in designing and implementing a human-centric workflow system that will benefit ARIZONA@WORK Pinal County customers;</p>	<p>CPLC Workforce Director continues to be forward thinking in his proposals to drive innovation in service delivery in Pinal County. The new ARIZONA@WORK Pinal County OSO will need to work closely with PCWDB staff to plan for implementation of strategies outlined in the 2020-2023 ARIZONA@WORK Pinal County Workforce Development Plan. The OSO will also work with partners on the implementation of the strategies outlined in the plan.</p>
<p>1.2.4 Coordinate the service delivery of required and participating One-Stop partners and service providers. All services must be consistent with the Local Plan. One-Stop Operator needs to ensure that all One-Stop partners work under the ARIZONA@WORK Pinal County brand and represent one unified brand to customers.</p>	<p>The OSO must ensure that the ARIZONA@WORK Pinal County branding is used consistently and correctly by all partners. The OSO must not perpetuate negativity surrounding the implementation of PCWDB initiatives. It is the OSOs role to explain the purpose of the PCWDB’S initiatives and how the strategies can improve the ARIZONA@WORK Pinal County System to meet the needs’ of Pinal County residents.</p>

<b>1.3 Oversee various One-Stop System service delivery locations.</b>	
The Contractor shall:	
<p>1.3.1 Oversee the One Stop Career Center service locations throughout the county. There are three levels of One Stop Career Centers; Comprehensive, Affiliates and Electronic Access Points. At a minimum, the One-Stop Operator will visit each of the service locations once a month or as determined by the PCWDB. Service locations include the following; however, additional locations may be added or removed as service delivery is established at the discretion of the PCLWDB, as well as work through the PCWDB regarding exploration and implementation of future delivery sites.</p>	<p>In PY 21, the OSO mapped out the in-person service delivery, and implemented a new in-person flow at the Business and Career Center. The flow needs to be re-visited to ensure it is human-centered, and provides access/ referrals to the entire ARIZONA@WORK Pinal County partner programs.</p> <p>In PY 22 CPLC will be work with PCWDB staff in process mapping for 3 methods of service delivery: in-person, virtual, phone service delivery. In addition, an inter-partner referral and tracking system will be identified and implemented.</p> <p>In PY 22, the PCWDB looks forward to working with OSO to expand service delivery beyond the Business and Career Center in Casa Grande. The PCWDB recognizes that the OSO must travel and meet required and community partners and visit facilities for expansion of ARIZONA@WORK Pinal County services throughout the county.</p>
<p>1.3.1.1 Comprehensive Center: The Comprehensive Center shall be open to the public from 8 AM to 5 Pm Monday through Friday and shall follow Pinal County’s Holiday Schedule.</p> <p>ARIZONA@WORK Pinal County Business and Career Center. 820 East Cottonwood Lane Building E Casa Grande, AZ 85122</p>	<p>No issue. The OSO efforts in helping to relocate the ARIZONA@WORK Pinal County Business and Career Center to a new location in Casa Grande, are recognized and appreciated.</p>
<p>1.3.1.2 Affiliate Sites: If the Affiliate site is housed within a non-county facility, the holiday schedule of that facility shall be</p>	<p>No issue. The affiliate sites will be identified. The OSO, with consultation with board staff, will be established as the main contact with affiliate</p>

followed.	sites.
1.3.1.3 Electronic Access Points:	<p>No issue. The OSO will help to identify additional access points through the county.</p> <p>The OSO, with consultation with board staff, will be established as the main contact with electronic Access Points.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>City of Coolidge</li> <li>Coolidge Public Library</li> <li>99 N. Kellner Ave.</li> <li>Coolidge, AZ 85128</li> <li>Superior Public Library</li> <li>160 W. Central Avenue</li> <li>Superior, AZ</li>   <li>Eloy Veterans’ Center 308 N. Main Street</li> <li>Eloy, AZ 85131</li>   <li>Maricopa Public Library</li> <li>41600 W. Smith-Enke Rd. Bldg. 10</li> <li>Maricopa, AZ 85138</li> </ul>
<p><b>1.4 Tracking and Reporting:</b> The metrics and reports required for this contract shall include, but are not limited to the following.</p>	
The Contractor shall:	
1.4.1 Submit the following reports and metrics to the PCLWDB by the 15th day following month end	No Issue.
1.4.1.1 One-Stop referrals and enrollments, as well as referrals and enrollments received through WIOA programs operated by partner agencies, in furtherance of an integrated service delivery system. The One-Stop Operator shall gather data as required by the local board and disseminate as necessary.	<p>At a minimum, the OSO report must ensure that includes all of the contents required under this contract element, see 1.4.1.2-1.4.1.6. The OSO has provided monthly reports on time. The OSO presented to the PCDWB every other month.</p> <p><b>Note:</b> The OSO report should include information on all ARIZONA@WORK partners, and be less focused on the Business and Career Center in Casa Grande. The report needs be revamped to include data points as they are identified. The OSO presentation has been used to report at PCWDB meetings needs to be revamped to provide information at a higher level, and include</p>

	graphics/charts. The report must also be grammatically correct, and free of spelling errors.
1.4.1.2 Total number served by: <ul style="list-style-type: none"> <li>● Comprehensive Center</li> <li>● Affiliate Sites (list individually)</li> <li>● Access Points (list individually)</li> </ul>	See 1.4.1.1
1.4.1.3 Ratio of referrals to enrollments into partner programs	See 1.4.1.1
1.4.1.4 Total number placed in employment, and total number broken out by the following: <ul style="list-style-type: none"> <li>● Number of placed in targeted industries/ in-demand occupations as defined by the PCLWDB.</li> </ul>	See 1.4.1.1
1.4.1.5 Average wage of those placed in employment	See 1.4.1.1
1.4.1.6 One-Stop Operator “ARIZONA@WORK Pinal County Mthy Rpt-OSO”.	See 1.4.1.1
<b>1.5 Invoice Requirements - Covered under Fiscal Audit</b>	
<b>1.6 Onsite Partner Leadership</b>	
The Contractor shall:	
1.6.1 Conduct workflow analysis in the development of a needs assessment that identifies gaps and or challenges in service delivery.	The workflow continues to be reviewed and evolve in alignment with section 1.3.1.
1.6.1.1 Submit recommendations of such assessments to the PCLWDB and other system partners when applicable.	The OSO will meet regularly with PCWDB. The OSO may present recommendations based on these assessments at these meetings.
1.6.2 Analyze whether one-stop center staff possesses the appropriate training, tools and equipment needed to carry out job functions, including:	PCWDB will coordinate with the OSO in the identification of tools that will assist develop staff training, and ARIZONA@WORK Pinal County system knowledge. In PY21, a survey was conducted regarding staff and supervisor training needs. The survey results will be evaluated. The survey analysis has been delayed by staff changes at CPLC. The results on the survey will be used to determine the types of trainings needed, and training products and curriculum will be reviewed by a Goal Group and the Goal Group will make a

	recommendation to the PCWDB. The OSO will have a role in tracking staff progress in completing required training.
1.6.2.1 Creating a needs assessment that identifies existing gaps among staff and partner agency staff to ensure their success in supporting one-stop deliveries, and providing recommendations at quarterly meetings regarding specific training needs and professional development;	In PY 21, the OSO assisted with the developing two need assessments that were completed by ARIZONA@WORK Pinal County staff and supervisors. The analysis of the results were delayed by staffing changes at CPLC. In PY22, the needs assessments will be evaluated to determine training needs.
1.6.2.2 Reporting recommendations and results of staff training to the PCWDB and other system partners when applicable.	The OSO will be asked to report recommendations and results of staff training to the PCWDB and other system partners when applicable.
1.6.3 In coordination with the PCWDB, assure partners understand their roles in workforce system initiatives impacting customers, such as career pathways, sector strategies, etc.	As the OSO facilitates the system design exercises (1.3.1) – expectations are that the OSO will assure partners understand their roles in the workforce initiatives impacting customers, such as career pathways, and sector strategies, etc.  The OSO will be expected to work with PCWDB staff and partners to implement system-wide initiatives such as the Arizona Career Readiness Credential, and the introduction of the TRNSFRVR headsets.
<b>1.7 Ensure and Report Compliance:</b>	
The Contractor Shall:	
1.7.1 Ensure Americans with Disabilities Act and WIOA section 188 compliance for the ARIZONA@WORK Pinal County service delivery locations.	OSO will work with ARIZONA@WORK Pinal County Equal Opportunity Officer to ensure compliance.  The OSO will use the Job Center Certification Checklist to evaluate all service locations per compliance with WIOA section 188.
1.7.1.1 ARIZONA@WORK Pinal County service delivery locations have and maintain adequate, up-to-date signage related to accessibility of space and programs in compliance with ADA and WIOA section 188.	See 1.7.1
1.7.1.2 Report annually to the PCWDB on ADA and WIOA section 188 compliance.	See 1.7.1
<b>1.8 Projects and Initiatives:</b>	

The Contractor shall:	
1.8.1 Work with PCWDB or designee as needed for specific projects and initiatives. All products developed by the contractor remain the property of Pinal County and must adhere to identification of the funding source per state fiscal policy.	<p>During PY 21, the implementation of specific projects, such as the development and maintenance of the system-wide directory for ARIZONA@WORK Pinal County, lacked coordination on the part of the OSO. It was missing information on partners, included inconsistent labeling of partner programs etc.</p> <p>Moving forward the OSO, the OSO will be required to maintain the ARIZONA@WORK Pinal County Directory current, and send it to all partners when it is revised.</p> <p>The OSO must ensure emails sent to partner programs are inclusive of all ARIZONA@WORK Pinal County partners. The OSO must not forward instructions on how to implement Board initiatives that are sent to the OSO to all partners, Instead the OSO should follow the instructions and include required information in a separate email to all ARIZONA@WORK Pinal County.</p> <p>The OSO held status meetings with all ARIZONA@WORK Pinal County Partners that became ineffective, and partner staff expressed their frustration with these meetings with board staff. In addition, not all ARIZONA@WORK Pinal County Partners were not invited to these meetings, and when in attendance were not called on to report out on the program’s status.</p>
<b>1.9 Continuous Improvement Activities</b>	
The Contractor shall:	
1.9.1 Implement continuous quality improvement processes to determine efficiency of data tracking, collection, and analysis methods, and integrating lessons learned to update best practices.	The OSO must demonstrate leadership when working with ARIZONA@WORK partners to implement service delivery improvement processes. The role of the OSO is to ensure all ARIZONA@WORK Pinal partners understand these system-wide processes and requirements.
1.9.2 Assess current level of the effectiveness of quality services based on metrics defined by the PCWDB.	Metrics will be identified as stated above in the development of process maps. See 1.3.1 In addition, the OSO should identify milestones/metrics so that progress can be

	objectively measured for agreed upon initiative implementation.
1.9.3 Coordinate and adjust delivery practices in collaboration with partner programs based on the data identified in Section 1.4.1 of Statement of Work	As processes are mapped and implemented (tested) the PCWDB and staff will look to the OSO to develop a detailed test plan and adjust processes as needed in collaboration with partner representatives.
1.9.4. Convene partners quarterly, or more frequently if requested by a majority of MOU partners, the One-Stop Operator or the Pinal County Workforce Development Board.	In PY 21, there was a lack of leadership by the OSO to resolve issues and introduce new concepts or approaches to service delivery.
1.9.4.1 Provide written and verbal updates on the coordination of the service delivery of One- Stop partners and identify areas of strength and challenge areas.	In PY21, the OSO did not provide comprehensive updates to PCWDB staff regarding service delivery, and did not identify strengths and challenges, or possible solutions.
1.9.4.2 Determine agenda and provide minutes to Partners for each meeting.	In PY 21, the OSO did not issue agendas at least three working days prior to meetings.
1.9.4.3 Provide meeting agenda and previous meeting minutes to the local board designee.	In PY 21, the OSO did not provide meeting minutes on a regular basis.
1.9.5 Coordinate with key partners and officials to review service delivery and efficiencies;	See 1.9.1
1.9.6 Coordinate Quarterly Business Services Meetings with ARIZONA@WORK Pinal County business services team.	In PY 21, a Business Services Team was identified at the request of board staff, and as result of the ARIZONA@WORK Pinal County Workforce Development Plan Modification. In PY 22, the OSO will be asked by board staff to implement strategies for providing business services throughout Pinal County.
<b>2.1 PERFORMANCE MEASUREMENTS</b>	
2.1.1 Oversight, monitoring, and evaluations will be conducted by the PCWDB and its' staff against the criteria listed and defined below. The PCWDB may add additional performance measurements over the course of the contract.	In PY22, the OSO will collaborate with PCWDB staff to collect data for a performance dashboard for ARIZONA@WORK Pinal County.
2.1.2 Integrated Service Delivery – Develop, implement and revise as necessary a written plan using the local plan as a guide (including a customer flow/ process map) inclusive of performance metrics that will lead to an integrated seamless	See 1.3.1.

<p>service delivery system for ARIZONA@WORK Pinal County.</p>	
<p>2.1.3 The plan is to include but not limited to the following:</p> <ul style="list-style-type: none"> <li>● Orientation and Registration for job seekers and business customers.</li> <li>● How the operator will ensure all service locations are monitored and highly functional</li> <li>● Compliance with Federal &amp; State and local policies, including Equal Employment Opportunity EEO</li> <li>● Staff development (training) plan</li> <li>● Customer surveys.</li> <li>● Keep the PCWDB apprised of progress in meeting the goals of the plan per the template in Exhibit D.</li> </ul>	<p>See 1.3.1.</p>