NOTICE OF PUBLIC MEETING OF THE
MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD EXECUTIVE COMMITTEE

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

REVISED
Thursday, August 5, 2021 – 9:30 a.m.
GoToMeeting: https://www.gotomeet.me/MaricopaCountyWDB
Phone: +1 (872) 240-3212; Access Code/Meeting ID: 167-097-701

The Agenda for the meeting is as follows:
Indicates materials attached, please review/read prior to meeting.

1. Call to order.

2. Roll Call.

3. Welcome and Opening Remarks.

4. Chairman Report.
   Discussion Only.
   • Performance Metrics.*

5. Information/Discussion Only.
   • Strategic Planning*
   • Suggested Committee Agenda Discussion Items
   • MCWDB Full Board August 19, 2021 Agenda Review*

6. Information/Discussion/Possible Action.
   • One-Stop Center Certification*
   • Monthly Fiscal Report*
   • MCWDB 2021 Restructuring Revision*
   • FY2021-2022 Meeting Schedule Revisions*
   • 2021-2022 MCWDB Committee Chairs and Roster Recommendations*
   • FY2021 4th Quarter Report*
   • PY2020 Annual Report*

7. Call to Public.

8. Adjourn.

Chairman's Report.

Performance Metrics

Maricopa County Workforce Metrics

We are a best-in-class workforce system that

connects job-seekers to career opportunities and

employers to skilled talent, stimulating economic

prosperity and enhancing quality of life for all.

Total jobs in Maricopa County – *How many people are currently employed in Maricopa County?*

- Total jobs by category
- Total jobs by employer

Total job-seekers in Maricopa County – *How many people are actively looking for employment in Maricopa County?*

- Total job-seekers by category
- Total job-seekers by employer

Total career opportunities in Maricopa County – *How many open jobs are in Maricopa County?*

- Total open jobs by category
- Total open jobs by employer

Total development of skilled talent in Maricopa County – *How many people are engaged in our WDB programs?*

- Total development by category
- Total development by partner

Total economic impact driven by the WDB – *What is the quantifiable economic impact of the WDB?*

- Impact for employers
- Impact for job-seekers

Information/Discussion Only.

Strategic Planning

ARIZONA@WORK™

MARICOPA COUNTY

VISION

We are a best-in-class workforce system that connects job-seekers to career opportunities and employers to skilled talent, stimulating economic prosperity and enhancing quality of life for all.

GOALS

Goal 1: Create a high-quality Workforce Development system

Goal 2: Build brand awareness of Workforce Development to increase utilization

Goal 3: Implement Regional Workforce entity

Goal 4: Build a self-sustaining system of Workforce Development

Goal 5: Design and utilize performance-based metrics that ensure capacity management and improve system outcomes

CHARACTERISTICS

Diverse Community
- Spanish-speaking community
- High level of diversity
- Tolerance and diversity combined

Business and Growth Characteristics
- Rapid growth of small business and population in general
- 65,000 new people in the past year
- Lowest unemployment in USA
- High relocation pattern for out-of-state people

Social Climate and Lifestyle
- Independent mindset prevails in local area
- Largest Veteran population in country
- Large population of disconnected youth
- High number of homeless people
- Low level of education
- Proximity to the border of Mexico
- High poverty
- Low level of funding for mental health
- Heat factors into life style

Infrastructure Characteristics
- Vast geographical expanse in service area
- Lack of sufficient public transportation

GOALS AND STRATEGIES

Goal 1:
Create a High-Quality Workforce Development System

High-Quality Workforce Development:	Strategy:
• Strong education services to address employer needs • Ensure a strong apprenticeship program • Deliver effective training • Strengthen educational services • Deliver a high quality, seamless customer experience	**Strategy 1**: *Identify programs in the areas of apprenticeships, trades, and industry certifications* **Strategy 2**: *Maintain a holistic approach featuring connection among multiple providers, ensuring seamless delivery* **Strategy 3**: *Increase engagement with businesses for capabilities and skills needed by employers* **Strategy 4**: *Increase digital access to information*

Goal 2:
Build brand awareness of Workforce Development to increase utilization

Brand awareness emphasizing value proposition	Strategy:
Employer-Focused	➡ **Strategy 1**: *Identify the industry sectors that make sense for Maricopa County*
	➡ **Strategy 2:** *Identify employers in these sectors*
	➡ **Strategy 3:** *Convene employers and educational providers*
	➡ **Strategy 4:** *Learn gaps and identify the skills necessary to fill them*
	➡ **Strategy 5:** *Employ Human-Centered Design approaches to answer the question "What's in it for me?" for employers*
	➡ **Strategy 6**: *Target an 80% net promoter score*

(Goal 2 cont.) **Brand awareness emphasizing value proposition**	Strategy:
Job Seeker-Focused	➡ **Strategy 1**: *Ensure that job seekers know what the Workforce Development system does and provides*
	➡ **Strategy 2**: *Employ Human-Centered Design approaches to answer the question "What's in it for me?" for job seekers*
	➡ **Strategy 3**: *Identify what related stakeholder resources are available to job seekers*
	➡ **Strategy 4**: *Identify training pertinent to skills and aptitude to serve job seekers*
	➡ **Strategy 5**: *Specify where there are jobs needing to be filled*
	➡ **Strategy 6** *Determine how the average job seeker finds out about ARIZONA@WORK*
	➡ **Strategy 7**: *Establish how ARIZONA@WORK connects with job seekers who are not finding us*
	➡ **Strategy 8**: *Ensure that job seekers know what the Workforce Development system does and provides*

Goal 3:
Implement Regional Workforce Entity

Regional Workforce Entity	Strategy:
- Establish a viable entity for serving the region - Maintain Human-Centered Design approach - Ensure focus and flexibility	**Strategy 1**: *Assess opportunities for a regional workforce development entity based on the local area*
	Strategy 2: *Explore best and promising practices for a regional workforce development entity*
	Strategy 3: *Develop a business case for a regional workforce entity*
	Strategy 4: *Develop a roadmap for implementation of a regional workforce entity*

Goal 4:
Build a Self-Sustaining System of Workforce Development

Self-Sustaining System characterized by:	Strategy:
• Identified range of alternative funding sources in addition to federal Workforce Development agencies • Long-term partnerships with private sector partners, foundations, and other sources • Integrated funding sources that ensure a wide range of complementary services to employers and job seekers	**Strategy 1**: *Complete a landscape analysis of all available funding opportunities in alignment with workforce objectives*
	Strategy 2: *Benchmark best-in-class workforce systems obtaining desired funding*
	Strategy 3: *Design a system to maximize alternative funding capture*
	Strategy 4: *Drive private sector money to this system*
	Strategy 5: *Seek private foundation money*
	Strategy 6: *Partner with private companies and industry associations in seeking funding sources for their needs*

Goal 5:
Design and Utilize Performance-Based Metrics that ensure capacity management and improve system outcomes

Performance-Based Metrics:	Strategy:
- Design meaningful and simple metrics - Apply metrics that add value and facilitate understanding of all stakeholders - Contribute to shared achievement through clarity of metrics	**Strategy 1**: *Map the customer experience*
	Strategy 2: *Utilize Value-Stream Mapping*
	Strategy 3: *Perform a gap analysis*
	Strategy 4: *Establish capacity building*
	Strategy 5: *Increase funding for in-demand occupations*
	Strategy 6: *Increase the availability and utilization of industry certifications and apprenticeships*
	Strategy 7: *Establish and utilize outcome-based performance metrics*
	Strategy 8: *Commit to continuous process improvement*

VALUES

Customer-Centric Service

- Customer-focused, human-centered design
- Inclusive service availability
- Fair access to all services for employers and job seekers

Public Trust and Accountability

- Committed to ensuring public trust in service design and delivery
- Reliable, responsive, and accountable performance

Data-Driven and Performance-Based

- Decisions based on accountability and performance-driven work and founded on qualitative and quantitative data
- Evidence-based services and programs

Responsive to a Changing Environment

- Knowledgeable service design that anticipates current conditions
- Adaptability to a changing environment

SYSTEM RECOMMENDATIONS

Maricopa County Workforce Development Board

Sheila Murphy, LLC
August 23, 2018

Report to Maricopa County Workforce Development Board
Phase 3 of Strategic Planning Initiative:
System Recommendations

System Recommendations: Context

The initiative established by the Workforce Development Board fosters system-level enhancement that is anchored in a compelling vision, strategic goals, and strategies. At the core of this initiative is the inclusion of operational implementation that optimizes roles performed by multiple system performers. Toward that end, the Board's request for system recommendations as part of the Strategic Planning initiative represents a future-focused commitment to designing and developing a Workforce Development system that serves the County in an optimal manner.

Viewed in this way, the power of the Strategic Plan establishes the ongoing investment in continuous improvement for purposes of fulfilling the demands of federal requirements while embracing the spirit of the legislation by customizing Workforce Development to meet the County's needs in a highly effective and innovative manner.

The Maricopa County Workforce Development Board has positioned itself for national leadership of Workforce Development through dedicated, inclusive, and methodical advancement toward realizing its vision through the established goals and strategies designed by the Workforce Board.

The Strategic Planning team appreciates the Board and Staff to the Board for making available to the team the vast array of resources to enable the fulfillment of this initiative. The team appreciates being provided direct access to Board members, staff, and stakeholders during multiple meetings and work sessions. In addition, the team has had access to all pertinent documents needed for examination and analysis to achieve the purposes of this vital initiative.

Overview of System Recommendations Report

As an integral part of the Strategic Planning services provided by Sheila Murphy, LLC to the Maricopa County Workforce Development Board, this report represents an analysis of system strengths and opportunities for refinement. The scope of work for Phase 3 of the Strategic Planning initiative (System Recommendations) encompasses the following:

1. Specify organizational and Workforce Development system changes to ensure optimal integration of the MCWDB mission, vision, values, and strategic initiatives developed during the Strategic Planning session.

2.   Clarify and simplify an integrated system view that reflects innovation applied to opportunities to serve according to the tenets of the Workforce Innovation and Opportunity Act (2014).

The resulting analysis is based upon the following specific elements associated with the contract and initiative:

- Needs Assessment report
- Strategic Plan draft
- One-Stop Center Staff Survey results
- Observation of One-Stop operations
- Interviews and review of reports of the One-Stop Operator
- Observation of Board Committee/Work Groups
- Observation of staff interaction with Board

To achieve the established purposes, this report is organized as follows:

1.   Guiding Principles for Effective Systems
2.   Description of Current Local Area Configuration
3.   Approach to Conducting Analysis
4.   Strengths of Current Configuration
5.   Recommendations for Enhancement

1. Guiding Principles for Effective Systems

Keating, et al., (2015)[1] provide guidance for system framing that "takes into account the holistic nature of a system problem." Of particular importance is the recognition that system framing involves "a way of thinking" that acknowledges the inherent complexity when working with social systems that seek to perform as "systems of systems."

Workforce Development, like its counterparts in healthcare and Homeland Security, is characterized by multiple stakeholders, each of which furnishes core or other highly important contributions to the constellation of a local area Workforce Development system.

The basic elements of a system are: a set of entities, a boundary, a pattern of relationships, and feedback.[2] The presence of these basic elements sets the stage for developing the advanced elements of a system, namely: goals, vision, mission, strategies, and a design for implementation.

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[1] Keating, C., Calida, B., Jaradat, R., & Katina, P. (2015). Systems thinking. In *Engineering Management Handbook* (pp. 1-56, 2nd ed.).   Huntsville, AL: American Society for Engineering Management.
[2] Keating, C. (2008). *Introduction to systems analysis.* [PowerPoint slides].

Without the basic, required elements, what exists is not a system, but an aggregate collection of components.[3] To achieve the status of a fully developed system, all elements must be present and interacting to achieve the agreed upon system goal.

2. Description of Current Local Area Configuration

Keating's specification of the basic elements of a system are relevant to the Maricopa County Workforce Development Board in the following ways:

Basic Elements of a System

A. **Set of Entities**. Multiple organizations are included in the Workforce Development area, and specific contributions are defined. Among the organizations included are the Maricopa County Board of Supervisors, serving as the Chief Local Elected Officials; Workforce Arizona Council (WAC) appointed by the Governor of Arizona; the Workforce Development Board that is appointed by the Board of Supervisors; the core partners designated by the Department of Labor that authorizes the Workforce Innovation and Opportunity Act (2014); the One-Stop Operator; and staff to the Workforce Development Board.

B. **Boundary.** Designated by the State of Arizona, the Maricopa County Workforce Area includes the county, and excludes the City of Phoenix.

C. **Pattern of Relationships.** Patterns of relating reflect messaging from the Workforce Development Board to other system entities. The following patterns of relating characterize three progressive stages toward productive system development.

- Communicative. At present, in response to roles defined by WIOA, Maricopa County has designated the respective responsibilities of each entity and is in the early stages of determining how to optimize such communication.
- Coordinating. The Board and staff to the Board are in close communication and determining how best to coordinate all entities included in the system. The Board has authorized the One-Stop Operator to coordinate the core partners.
- Collaborating. The Board has established its vision, goals, and strategies, and is in the process of refining these for operationalizing the work that it oversees in Workforce Development for Maricopa County.

D. Feedback. As a workforce development system characteristic, feedback represents responses from entities other than the Workforce Development Board to the Workforce Development Board regarding the implementation of Board-developed goals. Such input provides evidence of progress relative to the achievement of the system goal.

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[3] Keating, C. (2008). *Introduction to systems analysis.* [PowerPoint slides].

- At present, feedback consists of baseline observations by staff to the Board and the One-Stop Operator in its quarterly reports describing One-Stop structure and positioning for performance.
- With the recently developed Strategic Plan, there now is an anchoring device from which to build meaningful feedback to the Board by other entities in the system.

Advanced Elements of a System

Of additional relevance to the MCWDB are the following considerations about advanced elements of a system:

A. **Well-defined vision, goals, and strategies** that conform to the federal- and state-directed mission for Workforce Development. As part of the current Strategic Planning initiative, the Workforce Board has recently convened to create a strong vision supported by goals and strategies designed to bring the vision to fruition.

B. **Design for Unique Needs of Maricopa County**. The MCWDB shares a recognition that the unique needs of the service population, including employers and job seekers, is focal and central to the evolving design of the local area Workforce Development system. Throughout the individual interviews with Board members and the interactive design session for creating the Strategic Plan, the Board expressed dedication to customizing Workforce Development services to meet the specific needs of job-seekers and employers throughout all districts in Maricopa County.

As mentioned earlier, of particular interest to this system analysis is a distinction offered by Keating between a system and what he terms an "aggregate," meaning a gathering of relevant system components (entities) that approach the level of being a system, but which lacks the full connectivity and interactivity required of a true organizational system. In the view of the Strategic Planning team, this distinction of an aggregate applies to the current Maricopa County Workforce Development System. This status can be interpreted as a natural situation resulting from the Workforce Innovation Opportunity Act of 2014.

3. Approach to Conducting Analysis

The design of the Strategic Planning initiative has facilitated the Strategic Planning team to engage productively with the Board, staff, and stakeholders in an in-depth manner to capture information, reflect on system capacity, and develop insights pertinent to the Board's functioning over the long term to fulfill its purposes. The following specific elements have contributed to the satisfaction of such purposes.

A. **Needs Assessment Report**.
The conduct of extensive interviews with Board, staff, and stakeholders facilitated the gathering of experiences, perceptions, perspectives, and ideas from multiple sources. In addition to the formal Needs Assessment Report, the Strategic Planning team was able to infer several system-related perspectives that inform the present report, focusing on both system strengths and opportunities for system enhancement.

B. **Strategic Plan Draft**.
Facilitation and documentation of the strategic plan for the Workforce Development Board provided an important opportunity to explore the Board-designed vision, goals, and strategies designed to fulfill the mission of the local area board. The endeavor of engaging in the development of a Strategic Plan provided the Board the opportunity to design a compelling message that is imbued with clarity. Such clarity of messaging serves to stabilize the Board's own commitment to its work while representing to stakeholders a document that specifies the design of shared work to be performed by all roles involved in the local area Workforce Development system.

C. **One-Stop Center Staff Survey Results**.
The Strategic Planning Initiative included a survey of One-Stop Center staff to complement the analysis of the Workforce Development system. To that end, a formal online survey of staff providing services on behalf of the Board through the One-Stop Career Centers in the East and West Valley locations allowed the Strategic Planning team to gain insights into staff views about the nature of their work and the potential for realizing the vision and goals established by the Board. Of the 108 center staff, 44 responded to the survey (40.7% response rate). Results from the survey indicated that staff perceive their jobs at the One-Stop Center to be rewarding and provide important services to employer and job-seeker clients. Of additional importance was the view that staff seek to connect with the Workforce Development Board to ensure clarity of purpose and forward, energizing motion that expresses a unified vision.

D. **Observation of One-Stop Operations**.
The Strategic Planning team visited the one-stop center in the East Valley to gain an updated, real-world experience of what employers and job-seekers have when they gain access to services. Staff indicated that genuine collaboration between the Board and One-Stop Center staff would enhance the motivational climate among staff and facilitate continued enhancement of purpose and direction for Workforce Development serving Maricopa County.

E. **Interviews and Review of Reports of the One-Stop Operator.**
The team conducted two interviews of the One-Stop Operator team to gain perspectives relative to working style and approaches to advancing the system's work toward realizing the vision and goals established by the Workforce Development Board. In addition, the team reviewed reports prepared by the One-Stop Operator to determine its distinctive perspective regarding system performance and opportunities.

F.   **Observation of Board Committee/Work Groups.**
The Strategic Planning team observed two Executive Board meetings on Thursday, July 12, 2018 and August 9, 2018. The team sought to attend two scheduled meetings of the Youth Committee meeting on Tuesday, July 31, 2018 and August 8, 2018. Both meetings were cancelled due to quorum issues.

G.   **Observation of Staff Interaction with the Board.**
Staff and Board interaction offered a practical context from which to view system functioning. The team participated in a meeting of the Board Chair and Board Staff in addition to observing the formal meetings of the Executive Committee. These facilitated the identification of patterns and styles of shared performance including roles and responsibilities associated with governance and performance that express system effectiveness.

4.   Strengths of Current Configuration

Based on the multiple sources of input to which the Strategic Planning team has been exposed throughout the initiative as of August 23, 2018, the following system strengths are noted by the Strategic Planning team:

A. **Clearly delineated entities**, beginning with the Chief Local Elected Officials, the Workforce Development Board, staff to the Workforce Development Board, the One-Stop Operator, and the partners stipulated by the Workforce Innovation and Opportunity Act have been established according to regulations.

B. **Talented and committed Workforce Board members** have been appointed and represent sectors important to the local economy. Knowledgeable Core Partners have also been appointed, except Title II, currently awaiting appointment by the Board of Supervisors, as stipulated by regulation for inclusion on the Board.

C. **Experienced staff to the Workforce Board** represent long-term and extensive knowledge of the field of Workforce Development, in addition to substantial capability in data system design and technical support of board functions and requirements associated with open-meeting and other legal requirements.

D. **Experienced management and staff at the One-Stop centers** bring a range of knowledge and experience in Workforce Development service delivery.
Overall the Strategic Planning team recognizes the wealth of talent present in the roles important to the Workforce Development System.

E. **Multiple perspectives.** The diversity of viewpoints that define the service-based system design represents an inherent foundational principle of the Workforce Development system that serves Maricopa County. The Board is poised to continue its connection to establishing meaningful and collaborative outreach and action to ensure continually refined results to grow the diverse local area's economy.

5. <u>Recommendations for Enhancement</u>

In addition to the strengths of the system noted above, the following opportunities for system enhancement are identified to ensure continuous developmental effort to achieve the status of a fully-functioning Workforce Development system. It should be noted that the strategic plan plays a fundamental role in anchoring such ongoing refinement. Current plans for establishing ongoing Goal Work Groups inclusive of Board members and knowledgeable professionals show strong potential for providing meaningful developmental directions designed to further Board and system development. To design and develop a fully collaborative system that fulfills the vision, goals, and strategies of the Workforce Development Board, Board Development represents a positive contributor toward realizing the goal of a fully functioning Workforce Development system.

A.   Establish Board Development

- **Define Board development** according to purpose, method, target goals, and desired practical outcomes.

- **Formalize the delivery of Board Development** by establishing specific targets of performance and measuring achievement according to agreed-upon timelines.

- **Position Board Development** as educational and practical and demonstrate results that express its value specifically.

- **Shared commitment to system thinking as a foundational principle.**
  Members of the Workforce Development Board and core partners demonstrate commitment to system thinking. The acknowledgment of system strength in the presence of continually changing conditions and uncertainty represents a cornerstone of capacity for the design. Of special importance is the need to invest in consciously designed development of the Board, ideally emphasizing the following elements:

  a.   Orientation to system thinking (Systems Thinking Characteristics Survey)
  b.   In-depth, conscious collaboration skills
  c.   Interactive styles and fluency in deliberation (Interactive and Collaborative Styles of Board Members Survey)
  d.   Productive outreach to all system role occupants to ensure coherence in meeting system goals
  e.   Leadership and optimization of specific Board roles to ensure productive system development and improvement

- **Refine Board Development through meaningful work and coordination among Board members that facilitate collaboration among primary**

economic sectors identified at state and local levels along with core partners of the Workforce Development system of the County.

- **Support fluid and rapid advancement toward meaningful progress on Board-developed goals** by ensuring primary focus on the achievement of such goals in an incremental manner that is clearly understood by all Board members and stakeholders.

B. Design Emphasis by Workforce Development Board

- **Refine the Strategic Plan through assigned goal work groups composed of Board members and appointed stakeholders** to ensure accountable and complete implementation of the Board's Strategic decision making.

- **Invest in integrated, streamlined, simplified services** that express the system-level vision and goals established by the Board in its Strategic Plan.

- **Invest in simplified and understandable messaging to customers and the public** regarding the vision and goals of the Workforce Development system.

- **Productive Investment of Board's Time.** Establish a method for addressing compliance issues in a manner that optimizes available time for meaningful service integrity and innovation.

- **Continue to invest in strengthening the Workforce Development Board** as the primary engine for guiding and directing the creation of public value for the Workforce Development System serving Maricopa County. Specific opportunities related to Board Development are presented below.

- **Establish a culture of ongoing design engineered by the Workforce Development Board and supported by stakeholders**, including the authorizing body of the Maricopa County Board of Supervisors, core and other partners delivering services, and private, public, and nonprofit agencies that comprise the Workforce Development system for the local area.

C.   Role Clarification
- **Define both the specifics of each role and how the roles interact.** Build mutual expectations that define how the following roles interact:

  a.   **Board Chair**
  b.   **Executive director**
  c.   **One-Stop Operator**
  d.   **Committee Chairs**
  d.   **Work Group Chairs**
  e.   **Committee and Work Group members**

D.   Development of System Relationships

- **Formalize and Optimize a Strong two-way Communication between the Workforce Board and the County Board of Supervisors.**

- **Establish as a strategic endeavor a meaningful coordination with the Board of Supervisors** through a proactive effort to inform, establish two-way dialogue, and security support of the Workforce Board's initiatives as primary value-drivers for Maricopa County.

- **Ensure a meaningful presence on the Board of Supervisors agenda on a regular basis.** In association with this endeavor, clarify the vision and strategic goals by the Workforce Board, gain understanding and buy-in, and sharing the ongoing design of operational strength and meeting and exceeding performance metrics,

- **Establish and Invest in a Proactive Relationship with the Workforce Arizona Council (WAC).**

- **Proactively approach WAC with leadership and that optimizes the role of Maricopa County Workforce Development Board,** based on Maricopa County's status as a primary, large-scale Workforce Board in the State. Focus statewide efforts on the basis of the County's scope and reach, as well as diverse populations and communities served.

- **Establish and foster Collaboration between the Workforce Development Board and Partners Delivering Services**

- **Develop collaboration between the Workforce Development Board and service delivery.** Schedule presentations and dialogue related to service innovation and practices to ensure mutual understanding, service expectations, and opportunities to enhance the delivery of services. Include question-and-answer periods of the Board with people having direct knowledge of service practices that clarify opportunities for development of practices and processes. As an example, the Board has expressed interest in ways of expanding the number of sectors and businesses within sectors that utilize the One-Stop services. Sharing evidence of progress in achieving this endeavor represents an ideal application of connecting the Board to service delivery.

- **Establish the relationship between Workforce Board Member Interests and the One-Stop Staff Expertise.** Provide ways to pursue value-generating combinations of Board member contacts with Center-based staff to facilitate the realization of initiatives such as integrating individuals with Developmental Disabilities into the workforce. This opportunity can blend direct knowledge of One-Stop service professionals and Board members representing sectors that can benefit from such an initiative. The idea itself exemplifies the spirit of the

Workforce Innovation and Opportunity Act (2014) by seeking to serve the specific needs of the Maricopa County service area in distinctive ways. Board members are positioned to participate actively in working with One-Stop professionals to formalize referrals, furnish leads, and deliver presentations designed to enrich the connectivity among parts of the Workforce Development system.

- **Optimize the role of the One-Stop Operator by emphasizing Board expectations of deliverables.** Maximize the One-Stop Operator's ability to demonstrate results and educate the Board regarding progress toward and yield of specific outcomes in response to Board-developed strategic goals.
  a. Clarify and simplify specific role expectations of the One-Stop Operator with professionals at the One-Stop Centers
  b. Establish two-way role expectations for shared work products that blend talents of the One-Stop Operator and Center staff.
  c. Refine expectations and deliverables to ensure brief, informative, meaningful reporting and dialogue with the Workforce Board pertinent to achievement of Board-designed goals.

E. **Configure the role of Staff to the Workforce Development Board toward facilitating system relationships.**
- Configure the role of staff to the Workforce Development Board in such a way as to make communication, coordination, and collaboration among all parts of the system a fundamental reality. Simply stated, staff to the Board would be responsible for planning and arranging direct communication (feedback) among key system entities. Through the appropriate blend of formal presentations, informal dialogue sessions, printed information-sharing, and encouragement of public comment, staff to the Board would facilitate system enhancement and responsiveness to the public.

Information/Discussion Only.

MCWDB Full Board August 19, 2021 Agenda Review

NOTICE AND AGENDA OF MEETING OF THE MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD

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

Thursday, August 19, 2021 – 9:30 a.m.

GoToMeeting: https://www.gotomeet.me/MaricopaCountyWDB
Phone: +1 (872) 240-3212; Access Code/Meeting ID: 167-097-701

The Maricopa County Workforce Development Board may vote to go into executive session, which will not be open to the public, to discuss certain matters including, for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant A.R.S. 38-431.03(A)(3).

The Agenda for the special meeting is as follows:
Indicates materials attached, please review/read prior to meeting.

1. **Call to order.**

2. **Roll Call.**

3. **Welcome and Opening Remarks.**

4. **Community Impact Statements.**
   - MCWDB Member Story*
     MCWDB Member Leah Hill will present her business partner success story.

5. **Consent Agenda.**
   For Possible Action.
   The board will consider and vote on the items on the consent agenda. Consent agenda is established to efficiently dispense the business of the MCWDB. These items will not be discussed unless a Member of the Board asks to remove the item from the consent agenda.
   - Meeting Minutes: June 17, 2021*
   - Monthly Fiscal Report*

6. **Chairman Report.**
   Discussion Only.
   Chairman, Matt McGuire will provide the Board a summary of events in and related to the MCWDB since the last meeting, including on:
   - Special Recognition
   - Welcome to CJ Williams, new Assistant Director of Workforce Development Division
   - Executive Committee Report

7. **Information/Discussion Only.**
   - American Rescue Plan Act (ARPA) Presentation*
     Human Services Director Bruce Liggett will provide a presentation to the Board on the ARPA.

8. **Information/Discussion/Possible Action.**
   - One-Stop Center Certification*
   - MCWDB Executive Committee Recommendations
     - MCWDB 2021 Restructuring Revision*
     - FY2021-2022 Meeting Schedule Revisions*
     - 2021-2022 MCWDB Committee Chairs and Roster Recommendations*
     - FY2021 4th Quarter Report*
     - PY2020 Annual Report*

9. **Executive Director Report.**
   Informational/Discussion.
   Executive Director, Steve Clark will provide the Board a summary of events related to the MCWDB since the last meeting.

10. **Call to the Public.**

11. **Adjourn.**

Information/Discussion/Possible Action.

One-Stop Center Certification

INFORMATION, DISCUSSION, POSSIBLE ACTION ITEM:
ONE-STOP CENTER CERTIFICATION

August 5, 2021

Nancy Avina, Management Analyst

ARIZONA @ WORK™

MARICOPA COUNTY

Background

Requirements

- Local WDB's must assess their One-stop center(s) and One-stop delivery system at least once every 3 years (2021)
- Local WDBs must certify One-stop centers to be eligible to use infrastructure funds.
- Local WDB's establish a certification assessment team

Evaluation criteria focuses on:

1) Effectiveness
2) Physical and Programmatic Accessibility, and
3) Continuous Improvement (and Customer Satisfaction)

Assessment tools

- (Part I and Part II) are provided by the State

Work to Date

- Evaluation team
  - Nancy Avina, Management Analyst
  - Kennedy Riley, Management Analyst
  - Steve Clark, Executive Director

- Evaluation Visits – June 22nd and 23rd
  - 2 Comprehensive Centers (West Valley and East Valley)
  - 8 Affiliate Sites (Adult, Dislocated Worker and Youth)

- Evaluation Submitted to State Council on June 29th
  - Tools 1 and 2
  - Supporting documentation

- Submission Confirmation received July 6th

Recommended Action

Approve the One-stop Center Certification Tools 1 and 2 as presented in the meeting materials packet and submitted to the State Council; and move the item forward to the MCWDB for final approval.

https://drive.google.com/drive/folders/1IqHpnDr6mptsW1dMp2EL8Hg1ML4-fxOB?usp=sharing

Next Steps

1. Await DES Feedback.

Questions? Thoughts? Discussion?

2021 Career Center Certification

Please click the link below for all materials related to the 2021 Career Center Certification.

[2021 Center Certification - Maricopa County - Google Drive](#)

Information/Discussion/Possible Action.

Monthly Fiscal Report

Maricopa County FY2021 & FY2022 WIOA (BTA)Budget to Actuals

AUGUST 5, 2021

WIOA FISCAL AGENT-NICOLE FORBES

FY21 WIOA Budget to Actual

Title 1 B Approved Budget $18,661,610

- In FY21 at minimum $14,714,015 must be spend

  100% Expended as of July 30, 2021

Service Provider(WDD) = $18,028,442

- Expended YTD as of July 30, 2021
  $ 17,488,661

WDB Approved Budget= $633,169

- Expended YTD as of July 30, 2021
  $592,373

WIOA Funding by Fiscal Year

County FY2021					
	FY21 Allocation	**FY21 Budget**	**YTD FY21 AS OF 07/30/2021**	**Balance Remaining**	**% Spent YTD**
ADULT	11,314,756	10,154,631	9,785,292	369,339	96%
DISLOCATED WORKER	5,527,150	1,818,329	1,782,203	36,126	98%
RR	775,326	775,326	775,012	314	100%
YOUTH	6,786,853	5,913,324	5,738,527	174,797	97%
Total	**24,404,085**	**18,661,610**	**18,081,034**	**580,576**	**97%**

FY22 WIOA Budget to Actual

Title 1 B Approved Budget $21,971,657

Service Provider(WDD) = $21,210,273

- Expended YTD as of July 30, 2021

  $ 384,407

WDB Approved Budget= $761,384

- Expended YTD as of July 30, 2021

  $11,203

WIOA Funding by Fiscal Year

County FY2022				
	FY22 Budget	**YTD FY21 AS OF 07/30/2021**	**Balance Remaining**	**% Spent YTD**
ADULT	8,286,807	285,142	8,001,665	3%
DISLOCATED WORKER	7,215,075	22,103	7,192,972	0%
YOUTH	6,469,775	85,365	6,384,410	1%
Total	**21,971,657**	**392,610**	**21,579,047**	**2%**

Fiscal Agent Updates

- **FY2021 closes August 15,2021**
  - **Final FY2021 Financials will be provided at next Board meeting**

QUESTIONS?

Contact Information:
Nicole.Forbes@Maricopa.gov

THANK YOU FOR YOUR TIME.

WORKFORCE DEVELOPMENT BOARD
BUDGET FY 2021
YTD June 2021
UNIT 2250

WDB-FY21	BUDGET	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	13th close out	YTD EXPENDED	FORECAST	BALANCE	YTD % EXPENDED
TOTAL COSTS	633,169	18,897	17,341	44,329	57,793	71,254	80,293	16,316	27,908	89,202	15,072	52,676	65,197		592,373	589,897	41,572	94%

Fund - 222	BUDGET	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	13th close out	YTD EXPENDED	FORECAST	BALANCE	YTD % EXPENDED
PERSONNEL																		
REGULAR SALARIES	213,075	11,150	11,150	27,657	15,601	23,387	15,032	8,654	-	43,814	1,312	24,667	35,088		217,513	217,513	(4,438)	102%
TOTAL PERSONNEL	213,075	11,150	11,150	27,657	15,601	23,387	15,032	8,654	-	43,814	1,312	24,667	35,088	-	217,513	217,513	(4,438)	102%
FRINGE BENEFITS																		
TAXES	16,300	779	779	2,042	1,194	1,795	1,151	672	-	3,375	61	1,898	2,705		16,453	16,453	(153)	101%
RETIREMENT	25,803	1,363	1,363	1,401	1,675	2,510	1,617	884	-	5,515	(0)	3,015	4,288		23,629	23,629	2,174	92%
MEDICAL	36,024	2,128	2,128	2,128	2,128	2,128	2,128	532	-	6,374	1,064	4,797	4,256		29,791	29,791	6,233	83%
UNEMPLOYMENT & WORKERS' COMP	641	53	53	53	53	53	53	53	53	53	-	-	-		480	480	161	75%
TUITION REIMBURSEMENT	5,200	-	-												-	-	5,200	0%
TOTAL FRINGE BENEFITS	83,968	4,323	4,323	5,624	5,050	6,486	4,949	2,141	53	15,316	1,125	9,711	11,249	-	70,353	70,353	13,615	84%
INDIRECT COSTS																		
INDIRECT COSTS	64,789	3,423	1,724	9,088	5,551	5,689	4,436	3,553	-	12,495	-	5,019	2,640	10,287	63,906	63,906	883	99%
TOTAL INDIRECT COSTS	64,789	3,423	1,724	9,088	5,551	5,689	4,436	3,553	-	12,495	-	5,019	2,640	10,287	63,906	63,906	883	99%
TRAVEL & TRAINING																		
TRAVEL	24,000	-	-									-	-		-	-	24,000	0%
TOTAL TRAVEL & TRAINING	24,000	-	-	-	-	-	-	-	-	-	-	-	-		-	-	24,000	0%
SUPPLIES																		
OFFICE SUPPLIES	2,300	-	-	-	-	-	-	1,911	3,125	92		289	719	1,906	8,041	6,135	(3,835)	350%
FOOD SUPPLIES	1,000	-	-	-	-	-	-	-							-	-	1,000	0%
POSTAGE	-	-	-	-	-	-	-	-							-	-	-	0%
TOTAL SUPPLIES	3,300	-	-	-	-	-	-	1,911	3,125	92	-	289	719	1,906	8,041	6,135	(2,835)	244%
CONTRACTUAL																		
ONE STOP OPERATOR	200,000	-	-	-	31,591	35,541	20,923	-	24,598	17,432	9,636	12,972	13,443	23,810	189,945	189,945	10,055	95%
WIOA NETWORK SERVICES	8,587	-	-		-	-		-	-	-					-	-	8,587	0%
STRATEGIC PLANNING	33,750	-	-				33,919								33,919	33,919	(169)	101%
TOTAL CONTRACTUAL	242,337	-	-	-	31,591	35,541	54,842	-	24,598	17,432	9,636	12,972	13,443	23,810	223,864	223,864	18,473	92%
OPERATING SERVICES																		
ASSOCIATION/MEMBERSHIPS	-	-	144	1,925			1,000				3,000		2,058		8,127	8,127	(8,127)	0%
Postion Advertisements						150									150			0%
PRINTING (COPIER)	-	-	-												-	-	-	0%
PARKING STICKERS/GARAGE	200	-	-												-	-	200	0%
CELL PHONES	1,500	-	-	35			35	57	132	53	-	18	-	90	419	329	1,171	28%
TOTAL OPERATING SERVICES	1,700	-	144	1,960	-	150	1,035	57	132	53	3,000	18	2,058	90	8,696	8,127	(8,127)	512%
TOTAL COSTS	633,169	18,897	17,341	44,329	57,793	71,254	80,293	16,316	27,908	89,202	15,072	52,676	65,197	36,093	592,373	589,897	41,572	94%

WORKFORCE DEVELOPMENT BOARD
BUDGET FY 2022
YTD July 2021
UNIT 2250

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WDB-FY21	BUDGET	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	13th close out	YTD EXPENDED	FORECAST	BALANCE	YTD % EXPENDED
TOTAL COSTS	761,384	11,203	66,991	40,339	38,508	40,339	42,172	38,508	36,677	42,172	38,508	40,339	40,339		11,203	476,097	275,287	1%

Fund - 222	BUDGET	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	13th close out	YTD EXPENDED	FORECAST	BALANCE	YTD % EXPENDED
PERSONNEL																		
REGULAR SALARIES	284,114	7,443	40,454	23,948	22,860	23,948	25,037	22,860	21,771	25,037	22,860	23,948	23,948		7,443	284,114	0	3%
TOTAL PERSONNEL	284,114	7,443	40,454	23,948	22,860	23,948	25,037	22,860	21,771	25,037	22,860	23,948	23,948	-	7,443	284,114	0	3%
FRINGE BENEFITS																		
TAXES	21,735	558	3,106	1,832	1,749	1,832	1,915	1,749	1,666	1,915	1,749	1,832	1,832		558	21,735	(0)	3%
RETIREMENT	34,407	930	4,872	2,900	2,768	2,900	3,032	2,768	2,637	3,032	2,768	2,900	2,900		930	34,407	0	3%
MEDICAL	51,072	2,272	6,337	4,305	4,109	4,305	4,501	4,109	3,914	4,501	4,109	4,305	4,305		2,272	51,072	-	4%
UNEMPLOYMENT & WORKERS' COMP	312	-	52	26	26	26	26	26	26	26	26	26	26		-	312	-	0%
TUITION REIMBURSEMENT	-	-													-	-	-	0%
TOTAL FRINGE BENEFITS	107,526	3,760	14,367	9,063	8,652	9,063	9,474	8,652	8,243	9,474	8,652	9,063	9,063	-	3,760	107,526	(0)	3%
INDIRECT COSTS																		
INDIRECT COSTS	86,944	-	12,170	7,328	6,996	7,328	7,661	6,996	6,663	7,661	6,996	7,328	7,328			84,457	2,487	0%
TOTAL INDIRECT COSTS	86,944	-	12,170	7,328	6,996	7,328	7,661	6,996	6,663	7,661	6,996	7,328	7,328	-	-	84,457	2,487	0%
TRAVEL & TRAINING																		
TRAVEL	12,000	-													-	-	12,000	0%
TOTAL TRAVEL & TRAINING	12,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12,000	0%
SUPPLIES																		
OFFICE SUPPLIES	2,500	-													-	-	2,500	0%
EQUIPMENT	2,500	-													-	-	2,500	0%
POSTAGE	50	-													-	-	50	0%
TOTAL SUPPLIES	5,050	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,050	0%
CONTRACTUAL																		
ONE STOP OPERATOR	200,000	-													-	-	200,000	0%
CONSULTANT	50,000	-													-	-	50,000	0%
TOTAL CONTRACTUAL	250,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	250,000	0%
OPERATING SERVICES																		
ASSOCIATION/MEMBERSHIPS	5,750	-													-	-	5,750	0%
LABOR MARKET	1,000	-													-			0%
PRINTING (COPIER)	6,000	-													-	-	6,000	0%
CELL PHONES	3,000	-													-	-	3,000	0%
TOTAL OPERATING SERVICES	15,750	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,750	0%
TOTAL COSTS	761,384	11,203	66,991	40,339	38,508	40,339	42,172	38,508	36,677	42,172	38,508	40,339	40,339	-	11,203	476,097	275,287	1%

Information/Discussion/Possible Action.

MCWDB 2021 Restructuring Revision

RECOMMENDED UPDATE: 2021/22 BOARD CALENDAR & COMMITTEE STRUCTURE

August 2021

Matt McGuire, Chair
Steve Clark, Executive Director

High Level Overview

- Focused, strategic and empowered Board work
- Built on best practices
- Board calendar sequences with compliance requirements

These "**From → To**" shifts are recommended for the MCWDB

From →

Last Year's Committee Structure
- Executive Committee
- Youth Committee
- Provider Committee

Committee Charters
- Formal elements outlined for some committees in bylaws

Meeting Calendar
- 36 planned public meetings

→To

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

Committee Charters
- Frameworks are provided in this presentation

Meeting Calendar
- 22 planned public meetings

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Considerations

- <u>Meetings</u>
  - Frequency
  - Duration
  - Information → Approval Flow
  - Maximize efficiency and effectiveness of meetings

- <u>WDB Goals and Areas of Focus</u>
  - Governance and Empowering Staff Leadership
  - Strategic Plan
  - Goals
  - Annual Areas of Focus

Proposed Structure Preview

Committees/Workgroups

- Full Board – meets 6 x annually
- Executive Committee – meets 6 x annually
- Youth Committee – meets 4 x annually
- Employer Connections Committee -- meets 4 x annually
- Marketing and Outreach Committee – meets 4 x annually
- Workgroups to be determined as necessary

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Proposed Committees and Workgroups

- Executive Committee
  - Meets 6 x annually
  - Inform, assist, and make recommendations to the full MCWDB
  - Core Members
    - Chair
    - Vice Chair
    - Second Vice Chair
    - Youth Committee Chair
    - Additional appointees and/or Chairs of Committees
  - Areas of Focus
    - Vision, Mission, Values, Goals
    - Strategic Planning
    - Board Development
    - Legal/Fiscal
    - Regionalism/Sustainability
    - Committee Reports

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Proposed Committees and Workgroups

- **Youth Committee**
  - Standing Committee
  - Inform, assist, and make recommendations to the Executive Committee and the full MCWDB
  - Meets 4 x annually
  - Members (5 minimum including 1 non-member)
    - Appointed by WDB
  - Areas of Focus
    - Foster integration and collaboration of youth activities
    - Recommend system enhancements
    - Recommend ways to leverage resources and coordinate services among stakeholders
    - Bridging the gap between youth and career opportunities
    - Heavily involved with adult education and the various partners

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Proposed Committees and Workgroups

- <u>Employer Connection Committee</u>
  - Ad Hoc Committee
  - Meets 4 x annually
  - Inform, assist, and make recommendations to the Executive Committee and the full MCWDB
  - Members (4 minimum-at least one non-member)
    - Appointed by Chair
  - Areas of Focus
    - Establish and nurture relationships and partnerships in creating a high-quality workforce development system
    - Recommend system enhancements to build a self-sustaining system of workforce development
    - Recommend ways to leverage resources and coordinate services among business partners
    - Implement regional quality workforce strategies

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Proposed Committees and Workgroups

- <mark>Marketing and Outreach Committee</mark>
  - Ad Hoc Committee
  - Meets 4 x annually
  - Inform, assist, and make recommendations to the Executive Committee and the full MCWDB
  - Members (4 minimum-at least one non-member):
    - Appointed by Chair
  - Areas of Focus
    - Marketing workforce services to job seekers
    - Outreach to business and industry
    - Regional marketing collaboration focus

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Proposed Committees and Workgroups

- <u>Workgroup(s)</u>-TBD
  - Specific Focus
  - Meets as determined by the workgroup
  - Inform, assist, and make recommendations to the Executive Committee and the full MCWDB
  - Members (4 minimum-at least two non-member):
    - Appointed by Chair
  - Potential Areas of Focus
    - Technology Solutions

Board/Committee Meeting Schedule

Month-# of meetings	Full Board	Executive	Youth	Employer Connection	Marketing and Outreach
July-0	Begin New Fiscal Year-No Meetings				
August-2	8/19	8/5			
September-3		9/16	9/2		9/2
October-2	10/21			10/7	
November-2		11/18			11/4
December-2	12/16			12/2	
January-2		1/20	1/6		
February-3	2/17			2/3	2/3
March-2		3/17	3/3		
April-2	4/21			4/7	
May-2		5/19			5/5
June-2	6/1		6/3		

September/February-Committee meetings in a.m. and p.m.

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Questions?

Information/Discussion/Possible Action.

MCWDB FY2021-2022 Meeting Schedule Revisions

NOTICE OF MEETINGS FOR 2021-2022

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD
AND THE MCWDB EXECUTIVE COMMITTEE, AND MCWDB YOUTH COMMITEE

(Prepared in compliance with A.R.S. §38-431.02)

The Maricopa County Workforce Development Board and/or the above referenced Committees may vote to recess into an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on an agenda pursuant to ARS §38-431.03(A)(3), or for any other matter authorized under ARS §38-431.03, which has been specifically listed on the meeting agenda identifying the statutory basis for executive session consideration.

NOTICE IS HEREBY GIVEN to the General Public that the Maricopa County Workforce Development Board, and/or the above referenced Committees, will hold meetings open to the public as follows:

DAY	DATE	TIME	TYPE
NO MEETING	July 2021	---------	Regular MCWDB Committee Meetings
NO MEETING	July 2021	---------	Full MCWDB Meeting
Thursday	August 5, 2021	9:30 a.m.	Regular MCWDB Executive Committee Meeting
Thursday	August 19, 2021	9:30 a.m.	Full MCWDB Meeting
Thursday	September 2, 2021	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Thursday	September 2, 2021	2:00 p.m.	Regular MCWDB Marketing & Outreach Committee Meeting
Thursday	September 16, 2021	9:30 a.m.	Regular MCWDB Executive Committee Meeting
Thursday	October 7, 2021	9:30 a.m.	Regular MCWDB Employer Connection Committee Meeting
Thursday	October 21, 2021	9:30 a.m.	Full MCWDB Meeting
Thursday	November 4, 2021	2:00 p.m.	Regular MCWDB Marketing & Outreach Committee Meeting
Thursday	November 18, 2021	9:30 a.m.	Regular MCWDB Executive Committee Meeting
Thursday	December 2, 2021	9:30 a.m.	Regular MCWDB Employer Connection Committee Meeting
Thursday	December 16, 2021	9:30 a.m.	Full MCWDB Meeting
Thursday	January 6, 2022	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Thursday	January 20, 2022	9:30 a.m.	Regular MCWDB Executive Committee Meeting
Thursday	February 3, 2022	9:30 a.m.	Regular MCWDB Employer Connection Committee Meeting
Thursday	February 3, 2022	2:00 p.m.	Regular MCWDB Marketing & Outreach Committee Meeting
Thursday	February 17, 2022	9:30 a.m.	Full MCWDB Meeting
Thursday	March 3, 2022	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Thursday	March 17, 2022	9:30 a.m.	Regular MCWDB Executive Committee Meeting
Thursday	April 7, 2022	9:30 a.m.	Regular MCWDB Employer Connection Committee Meeting
Thursday	April 21, 2022	9:30 a.m.	Full MCWDB Meeting
Thursday	May 5, 2022	2:00 p.m.	Regular MCWDB Marketing & Outreach Committee Meeting
Thursday	May 19, 2022	9:30 a.m.	Regular MCWDB Executive Committee Meeting
Thursday	June 2, 2022	9:30 a.m.	Regular MCWDB Youth Committee Meeting
Thursday	June 16, 2022	9:30 a.m.	Full MCWDB Meeting

LOCATIONS: Meeting locations may vary. Meeting locations will be identified on meeting agendas (remote participation will also be available.

NOTE: Agendas are available at least 24 hours prior to each of the above scheduled meetings at the following website: https://arizonaatwork.com/locations/maricopa-county/local-board/meetings or at 301 W. Jefferson Street, 1st Floor, Phoenix, Arizona, Monday through Friday, between the hours of 8:00 a.m. to 5:00 p.m.

The Maricopa County Workforce Development Board, and/or the above referenced Committees may cancel regularly scheduled meetings for any reason. Cancelled meetings will be noted at the following website: https://arizonaatwork.com/locations/maricopa-county/local-board/meetings

The Maricopa County Workforce Development Board, and/or the above referenced Committees may call special meetings based on the needs of the board. Special meetings will be noted at the following website: https://arizonaatwork.com/locations/maricopa-county/local-board/meetings. Special meetings are also subject to Open Meeting Laws.

Approved: By the Full MCWDB at their June 17, 2021 meeting.
Revised: N/A (Update pending Full MCWDB Approval)
Posted: 6.18.2021 (Update pending Full MCWDB Approval)
Amendments: None. (Update pending Full MCWDB Approval)

Executive Sessions are always preceded by an open meeting as per A.R.S. §38-431.03 and are held in compliance with one or more of the following statute(s).
A.R.S. §38-431.03.1 - Personnel matters
A.R.S. §38-431.03.2 - Records exempt by law from public inspection
A.R.S. §38-431.03.3 - Legal advice
A.R.S. §38-431.03.4 - Litigation; contract negotiations; settlement discussions
A.R.S. §38-431.03.5 - Personnel matters dealing with employee organizations
A.R.S. §38-431.03.6 - International and interstate negotiations
A.R.S. §38-431.03.7 - Purchase sale or lease of real property

CC: Board Members
    Committee Members

Information/Discussion/Possible Action.

2021-2022 MCWDB Committee Chairs and Roster Recommendations

Maricopa County Workforce Development Board

2021-2022 Committee Rosters

General

A. All committees established under the MCWDB shall comply with the bylaws.

B. The Chair of any Standing Committee shall be appointed by the Chair of the MCWDB for a term coinciding with the MCWDB Chair's term.

C. All actions of MCWDB Standing Committees and other ad-hoc committees are advisory to the MCWDB.

D. Chairs of Standing Committees, in consultation with the MCWDB Chair, shall prepare the agenda for Standing Committee meetings.

E. Members who are designated as a One-Stop Career Center Operator shall not serve on any Standing Committee that deals with the oversight of the Job Center or One-Stop system or allocation of resources that would potentially be allocated to that member's program or might otherwise be the basis of a conflict of interest as outlined in these bylaws.

F. Resignations of committee members are effective when accepted by the MCWDB Chair.

Executive Committee

A. The Executive Committee shall be comprised of the following Board members: Chair, Vice Chair, Second Vice Chair, Youth Committee Chair, the Chair of any other Standing Committee, and up to two other MCWDB members appointed at the discretion of the MCWDB Chair.

B. If the Immediate Past Chair position is filled, this position shall also be on the Executive Committee.

C. The Executive Committee shall always be comprised of an odd number of members

D. The MCWDB Chair shall serve as Chair of the Executive Committee.

E. Responsibilities of the Executive Committee shall include:

1. Report on all action taken by the committee at regularly scheduled MCWDB meetings;

   i. Emergency actions and all other actions taken by the Executive Committee without the prior approval of the full MCWDB are conditional and subject to either ratification or rescission by the full MCWDB at its subsequent meeting.

2. In consultation with BOS assigned staff, make recommendations for membership to the Youth Committee, Standing Committees, and other committees in compliance with membership requirements as outlined in the WIOA;

3. Determine responsibilities of all Standing Committees and other ad-hoc committees and review work plans of such bodies; and

4. Perform other duties as the MCWDB may deem necessary.

Executive Committee Members

Matt McGuire, MCWDB Chair

Bonnie Schirato, MCWDB Vice Chair

Shawn Hutchinson, MCWDB Second Vice Chair

Erik Cole, Youth Committee Chair

Loren Granger, WDB Chair appointee

Youth Committee (Standing Committee)

A. The Youth Committee shall be a WDB Standing Committee comprised of a minimum of five (5) members appointed by the WDB.

B. Responsibilities of the Youth Committee may include, but not be limited to the following:

1. Identify eligible providers of youth workforce development activities by:
    i   Exercising the option described in CFR 681.400 to have the grant recipient provide directly some or all of the youth workforce investment activities; and/or
    ii Choosing to competitively award grants or contracts to youth service providers to carry out some or all of the youth workforce investment activities;

2. Inform, assist, and make recommendations to the Executive Committee and the full MCWDB in developing and overseeing a comprehensive youth program, including disconnected youth;

3. Foster integration and collaboration of youth activities in the local workforce development area;

4. Recommend system enhancements to ensure a broad range of services and opportunities for youth, including disconnected youth;

5. Recommend ways to leverage resources and coordinate services among schools, public programs, and community-based organizations serving youth; and

6. Provide leadership and support for continuous quality improvement efforts for youth services programs.

C. The term of each Youth Committee member shall coincide with the term of the MCWDB Chair.

Youth Committee Members

Erik Cole, Committee Chair

Jason Walker

Marcia Veidmark

Tina Drews

Stan Chavira

Other Ad-Hoc Committees

A. The MCWDB may from time to time establish other ad-hoc committees to assist the MCWDB in carrying out its duties or current work.

B. Ad-hoc committees may include individual(s) who are not appointed to the MCWDB so long as the MCWDB Chair determines the individual(s) has expertise in the topic/task of such body.

C. All members of other ad-hoc committees shall be appointed by the MCWDB Chair in consultation with the Executive Committee and BOS assigned staff.

Employer Connection Committee Members (Ad-Hoc)

Leah Hill, Committee Chair

Collin Stewart

Matt Clark

Greg Ghelfi

Christopher Tafoya

Subhash Chandra

Marketing & Outreach Committee Members (Ad-Hoc)

Gregg Ghelfi – Committee Chair

Melissa Boydston, Valley of the Sun United Way

Brent Downs

Christine Colon

Scott Sudhalter

Information/Discussion/Possible Action.

FY2021 MCWDB 4th Quarter Report

MCWDB QUARTERLY REPORT FY21

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Summary of Progress on Goals

During the 4th Quarter (April - June 2021), the Maricopa County Workforce Development Board (MCWDB) continued to refine the work on the vision, strategic plan, and (5) goals. Additionally, the MCWDB turned the focus toward various compliance pieces to ensure compliance with the Workforce Innovation and Opportunity Act (WIOA) and the Department of Labor. The MCWDB, in partnership with the Chief Elected Official's liaison and the State of Arizona, has been successfully overcoming challenges to ensure full compliance with WIOA and provide the best value-added services to the constituents of Maricopa County. MCWDB achieved recertification status for 2018 and 2020 in May 2021. During the next quarter, the MCWDB will focus on employer connections and marketing and outreach.

1. CREATE A HIGH-QUALITY WORKFORCE DEVELOPMENT SYSTEM

2. BUILD BRAND AWARENESS OF WORKFORCE DEVELOPMENT TO INCREASE UTILIZATION

3. IMPLEMENT REGONAL WORKFORCE ENTITY

4. BUILD A SELF-SUSTAINING SYSTEM OF WORKFORCE DEVELOPMENT

5. DESIGN AND UTILIZE PERFORMANCE-BASED METRICS THAT ENSURE CAPACITY MANAGEMENT AND IMPROVE SYSTEM OUTCOMES

Actions on
MCWDB Required Roles

Strategic Functions

Conduct monthly MCWDB budget financial reviews with Fiscal Agent to ensure open communication and proper management of MCWDB funds.

Conducted meetings with City of Phoenix WDB Leadership and Pinal County to discuss regionalism and alignment wherever possible

Convened partners to update and modify the Infrastructure Funding Agreement.

Entered into a new contract with our current one stop operator, through procurement.

Collaborated with all workforce development local area stakeholders to ensure compliance

System Capacity Building

Engaged community stakeholders and key partners to actualize the Board's vision of creating a best in class workforce system.

Reviewed and addressed the goals and strategies included in the 2018 MCWDB Strategic Plan.

Review of workforce development board national best practices and trends for areas of improvement.

Ongoing efforts to solicit and refer potential Board member candidates to the Board of Supervisors Liaison based on vacancies and needs of the MCWDB.

System Alignment & Effective Operations

Ongoing meetings with BOS Liaison, Administrative Entity and Career Service provider to ensure system and program oversight, alignment; and open and transparent communication.

One Stop Operator Quarter Progress

- Presented a four-year contract overview and Fiscal Year '20-21 recap to MCWDB
- Presented to various groups on the customer referral system and provided technical assistance.
- Currently implementing co-enrollment into the customer referral system.
- Continuous improvement of program partner dashboards and referral portals by location.
- Continuous performance platform to report Workforce System quarterly.
- Ongoing virtual title partner meetings, facilitation of partner meetings, and collaboration to address communication, identify barriers, areas of improvement and pandemic impacts.

Maricopa County Local Area

Quarter 3

(January 1, 2021- March 31, 2021)

WIOA Title 1B

Program Participation

PY20 (thru Q3) PY19 (thru Q3)
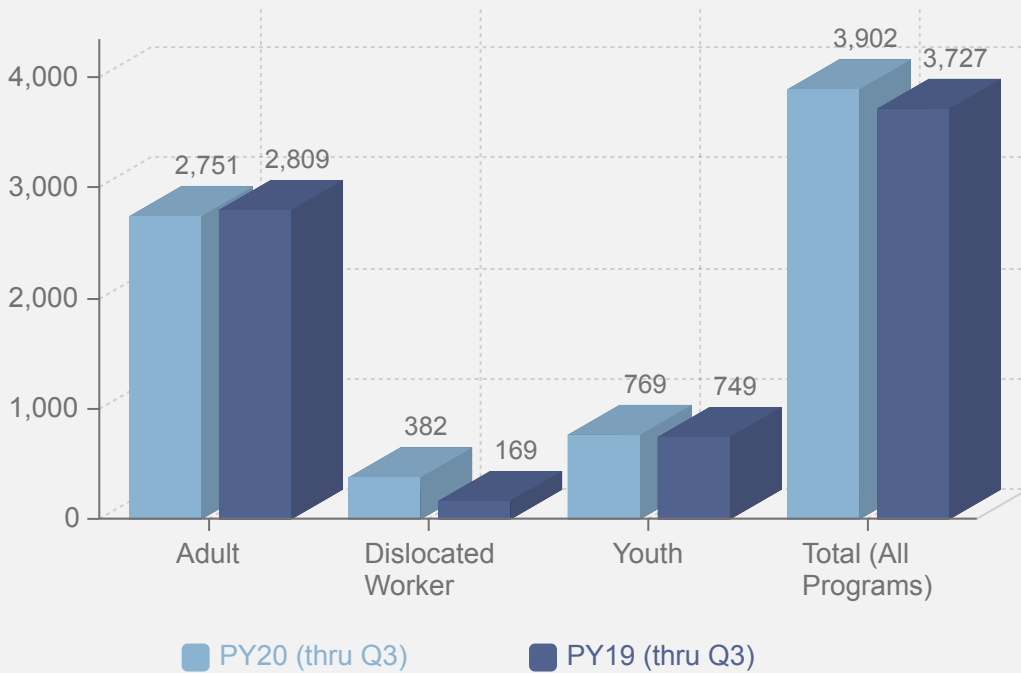
3,902
Participants
Served
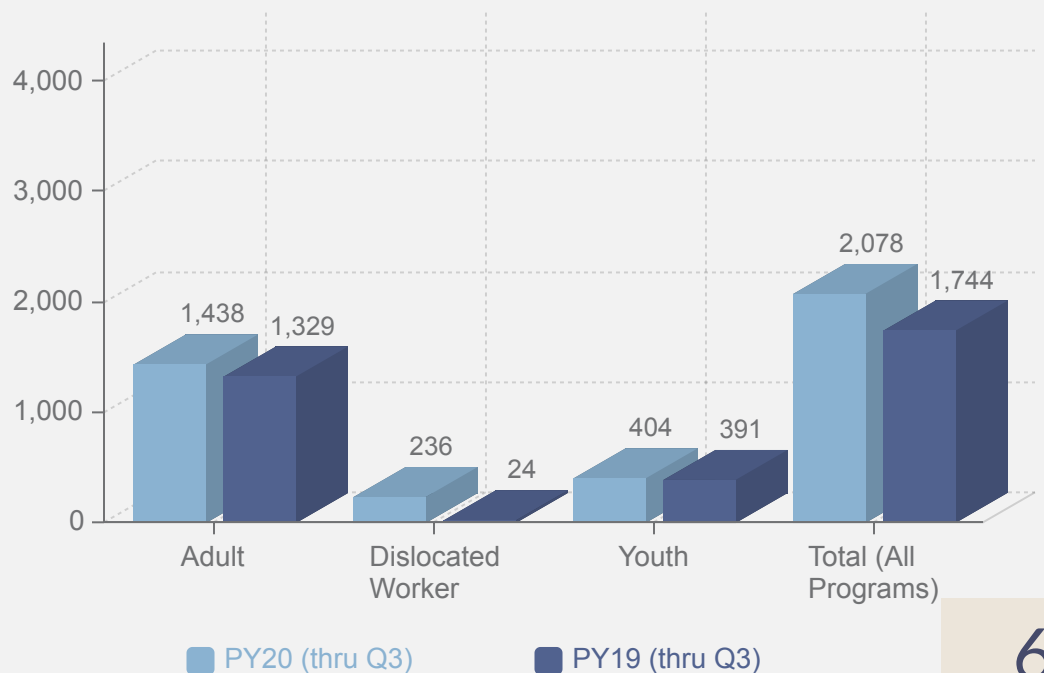
19%
Increase in
Training Service
Participation

Training Service Participation

PY20 (thru Q3) PY19 (thru Q3)

Employers Served

Employers
- PY20 (thru Q3): 542
- PY19 (thru Q3): 520

Employers Services

Services
- PY20 (thru Q3): 2,237
- PY19 (thru Q3): 1,877
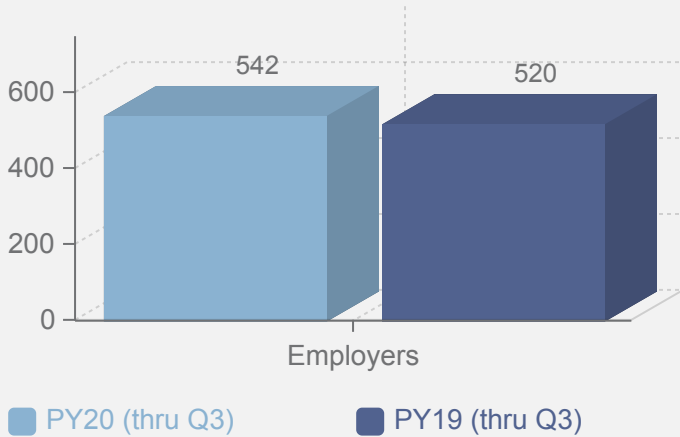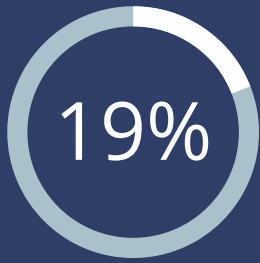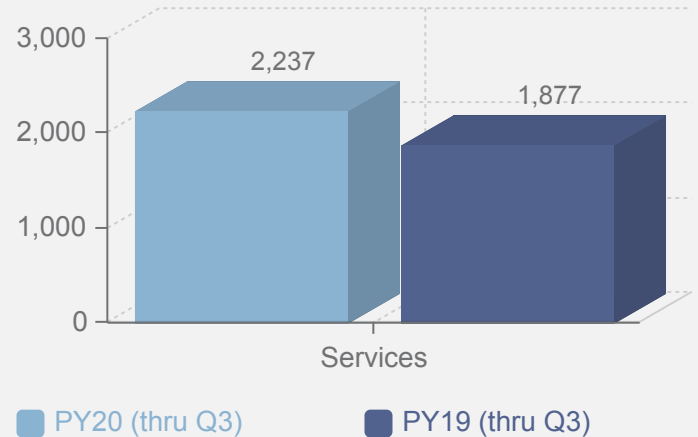
19% Increase in Services Delivered to Employers

WIOA Title II

Total Number of Participants (Individuals with 12 or more hours of attendance)	1433
Number of Participants in Integrated Education & Training Program**	261
Number of Participants in Integrated English Literacy & Civics Education (Sec. 243 of WIOA)***	1220
Total Number of Instruction Hours	98,176
Percentage of Progress Tested Participants with Measurable Skill Gain (Participants must attend 30-50 instructional hours prior to testing)	59%

** IET provides adult education and literacy concurrently and contextually with workforce preparation activities and workforce training for a specific occupations or occupational cluster for educational and career advancement (§463.35)

*** IELCE provides education services to English language learners to enable them to achieve competency in the English language and acquire the basic advanced skills needed to function effectively as parents, workers and citizens of the United States.

ABE/ASE Participation by Level
Maricopa County
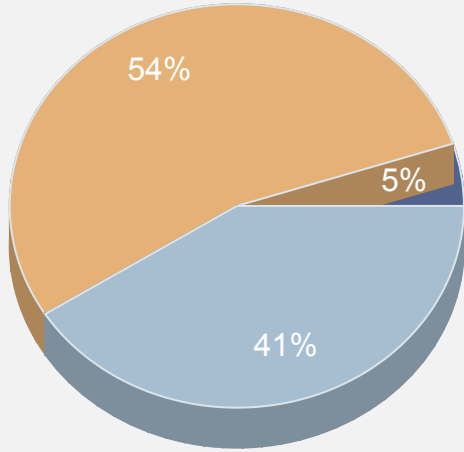
- Grade level 0-3.9   41
- Grade level 4-8.9   54
- Grade level 9-12   5

ESL Participation by Level
Maricopa County
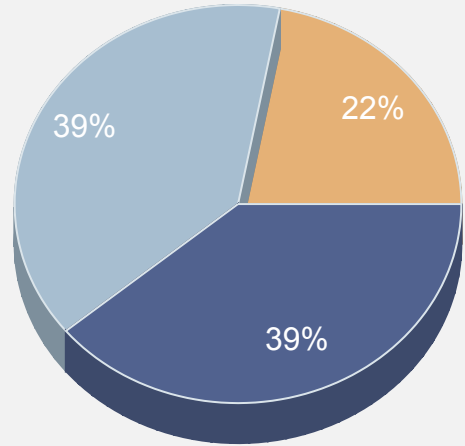
- ESL Level 1-2   39
- ESL Level 3-4   39
- ESL Level 5-6   22

WIOA Title III

Employment 2nd Quarter Exit	--
Employment 4th Quarter after Exit	--
Median Earnings	$6,105

*Full data was not received this quarter.

WIOA Title IV

Job Placement	170
Clients Served	5,408
VR Waitlist	0
Exited with Employment	134
Exited without Employment	296
Average Hourly Wage	$15.35

8

MCWDB Policies

01. [MCWDB Conflict of Interest Policy](#)

02. [Work Based Training Services Policy](#)

03. [Training Services Limits Policy](#)

04. [Monitoring and Oversight Policy](#)

*No new policies approved this quarter

Anticipated Activities

In the upcoming Program Year, the MCWDB with support from their staff will focus on the development of their Strategic Plan, Outcome and Performance of the local area to ensure resources are being maximized, Regional and Collaborative Opportunities, and Innovation in Workforce Development. All while ensuring compliance of the WIOA and the 13 required functions of the MCWDB.

MCWDB Activities include, but are not limited to:

Board Training & Engagement

Policy Updates

Local Plan Review

Strategic Plan Development

Regional Collaborative Opportunities

Innovation in Workforce Development

Community Impact Story

When Valerie G. came into the Youth program, she was working to obtain her GED from Rio Salado, Valerie is the mother of four children, the oldest one being eight. She was homeless and her car was being repossessed, so her children were placed in the temporary care of a friend. Even with the level of adversity, she told her Career Advisor, Gretchen Holmes, that her goal was to get her GED and continue her education to become a Data Scientist.

After enrolling in the program, we assisted her with educational testing and Valerie applied for an Occupational Skills Training grant. By the time she earned her GED, Valerie was ready to start her occupational skills training. She selected a training program at Advanced business Learning and was also placed there for a paid Work Experience (WEX) where she was extended WEX hours to get even more experience in the industry.

Valerie maintained a very busy schedule, helping her children with home schooling when she could, taking her own classes and working. Valerie applied for and was awarded the ACEs scholarship, which is a full ride to her getting a degree. She thought that it might be a problem that she is participating in our program, but they said to the contrary, that was a very good thing. She is working very hard now to complete her certificates for A+ and Network+ so that she can bring her college program in the Spring of 2021.

Valerie shared she is so grateful to Arizona@WORK – Maricopa County and to Rio Salado Community College. Without these programs, she would not have been able to get the ACES scholarship or see her future as bright as she does now. As a result of her own perseverance, and the support of the WIOA program, what was once a dream, is now looking very, very much like a reality!

Maricopa County Workforce Development Board
301 W. Jefferson Street, 9th Floor
(602) 506-5880

Information/Discussion/Possible Action.

PY2020 MCWDB Annual Report

MCWDB

PROGRAM YEAR 2020

REPORT

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Letter from the Chairman

I start (and will end) by expressing my profound appreciation to Maricopa County's Workforce Development Board, our Elected Officials, Maricopa County leadership and staff, the ARIZONA@WORK Council, our core partners, the job-seekers whom we have served and the employers whom have benefited from great people looking for work. The past year was one of significant progress. Together we: grew services by 19%, continued to be the #1 apprenticeship program in the Country, completed two full Local Board re-certifications, closed two outstanding audits, recruited nine new board members, hired an exceptional new Executive Director and filled his team with a promotion of one of our stars and added two new recruits. Wow! With that foundation, we now look to the future. In the year ahead, we begin with a Board retreat, a new Committee structure, a highly engaged board, a commitment to drive regional relationships, and a focus on advancing and adapting our Vision, Values and Goals with our pursuit to be a best-in-class workforce system that connects job-seekers to career opportunities and employers to skilled talent, stimulating economic prosperity and enhancing quality of life for all. I extend my heart filled thanks to everyone who accomplished so much amidst the pandemic we have endured over the past 18 months. I appreciate you and all you do. Let's prosper in the upcoming year.

Matthew McGuire

Matt McGuire
Chairman
Maricopa County
Workforce Development
Board

ARIZONA@WORK™
MARICOPA COUNTY
A proud partner of the americanjobcenter network

Overview of Maricopa County

Maricopa County was established as a County in 1871. It is located in south-central Arizona and covers 9,224 square miles. It is the most populous county in Arizona and makes up more than half of the State's population. With its 4,485,414 residents, it is the fourth most populous county in the United States. Maricopa County continues to be the fastest growing county in the nation, with 86,820 people added between July 2019 to June 2020 - an average of 237 people per day.

ARIZONA@WORK - Maricopa County

ARIZONA@WORK - Maricopa County is one of Arizona's 12 regional Local Workforce Development Areas (LWDAs) and serves Maricopa County, excluding the City of Phoenix. ARIZONA@WORK - Maricopa County, collaboration with local community-based organizations, makes up the current workforce network of business and employment related service providers for the Maricopa County LWDA. The system is responsible for providing services to 2.8 million residents within the 8,707 square mile area. The City of Phoenix, which jointly serves Maricopa County, serves nearly 1.68 million people within its 517 square mile boundary.

Maricopa County Workforce Development Board

The Maricopa County Workforce Development Board (MCWDB) is a policy-making entity empowered by the Workforce Innovation and Opportunity Act that works to ensure that Maricopa County residents have the skills, training and education to achieve their career goals, and Maricopa County employers are able to hire, develop and retain qualified employees.

The MCWDB partners with local businesses and educators to create and educated workforce capable of sustaining economic prosperity in the future. The 19-member board represents all facets of the workforce system in the Maricopa County LWDA, including the business community, and leaders from education, labor, public service and community-based organizations.

The MCWDB has established it mission, vision, goals and strategies to ensure that integrated service delivery in the region is aligned with federal and state goals for implementing the Workforce Innovation and Opportunity Act.

MCWDB Mission & Vision

Mission

Based on the WIOA's six purposes, the MCWDB's Mission includes:

1. Increasing access and opportunities for the employment, education, training and support services to succeed in the labor market.

2. Supporting the alignment of workforce investment, education and economic development systems in support of a comprehensive, accessible an high-quality workforce development system.

3. Improving the quality and labor market relevance of workforce investment, education and economic development efforts to provide workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide employers with the skilled workers the employers need to succeed in the global economy.

4. Promoting improvement in the structure of and delivery of services to better address the employment and skill needs of workers, job seekers and employers.

5. Increasing the prosperity of workers and employers, the economic growth of communities, regions and states and the global competitiveness of the United States.

6. Providing workforce investment activities that increase the employment, retention and earnings of participants and increase attainment of recognized postsecondary credentials by participants.

Vision

Your trusted partner to deliver innovative workforce solutions that connect employers to skilled talent and prepare job seekers for careers, stimulating economic prosperity and enhancing quality of life for all.

MCWDB's Goals

Goal 1: Create a High Quality Workforce Development System

- Strong education services to address employer needs.
- Ensure a strong apprenticeship program
- Deliver effective training
- Strengthen educational services
- Deliver a high quality, seamless customer experience

Goal 2: Build Brand Awareness of Workforce Development to Increase Utilization

- Employer and job-seeker focused

Goal 3: Implement Regional Workforce Entity

- Establish a viable entity for serving the region
- Maintain a Human-Centered Design approach
- Ensure focus on flexibility

Goal 4: Build a Self-Sustaining System of Workforce Development

- Identify a range of alternative funding sources in addition to federal workforce development agencies
- Include long-term partnerships with private sector partners, foundations and other sources
- Specify integrated funding sources that ensure a wide range of services to employers and job-seekers.

Goal 5: Design Performance-Based Metrics that Improve System Outcomes

- Design meaningful and simple metrics
- Apply metrics that add value and facilitate understanding of all stakeholders
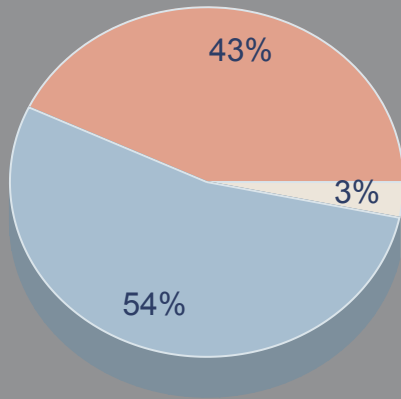- Contribute to shared achievement through clarity of metrics

Total Funding Expended

Fiscal Years 2018-2021

Bar chart — Total Funding Expended (Millions) by Fiscal Year:
- FY18: $12.115
- FY19: $11.905
- FY20: $15.002
- FY21: $18.081
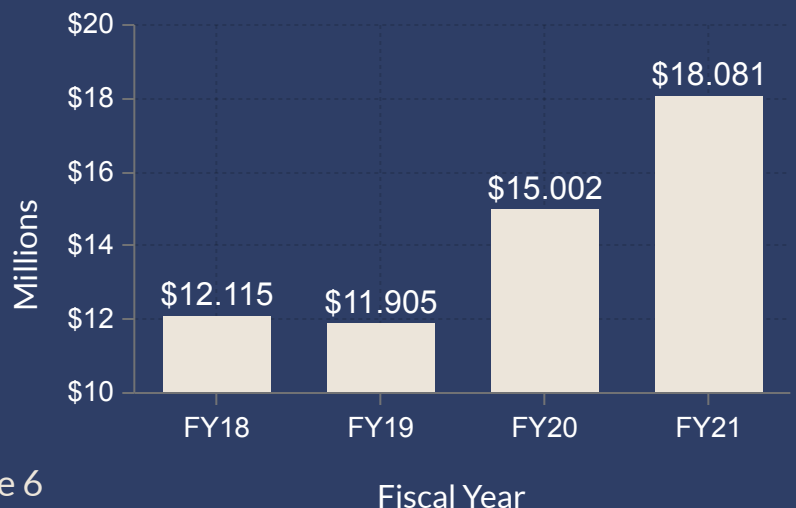
FY21 Financial Review

Total Expenditures for FY 2021:
$18,081,034

43%

3%

54%

|	
WDB Admin & Oversight	$592,373
ARIZONA@WORK Services: Staffing & Operations	$9,718,962
Direct Participant Services	$7,769,699

Direct Participant Services Breakdown

During Fiscal Year 2021 $7,769,699 (43%) of funding went directly to services including apprenticeships, occupational skills training, work experiences (WEX), and supportive services. A majority of the funding went to occupational skills training (72%) and WEX (14%).

72%

Occupational Skills Training

14%

Work Experience

12%
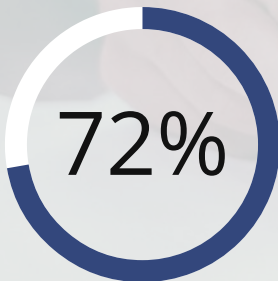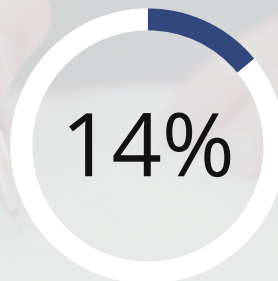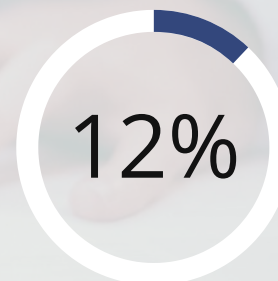
Apprenticeship

Maricopa County at a Glance

Population	Median Age	Median Household Income
4.49M	36.9	$68,649

Families in Poverty	Unemployment Rate	Median Property Value
12.1%	5.7%	$293,600

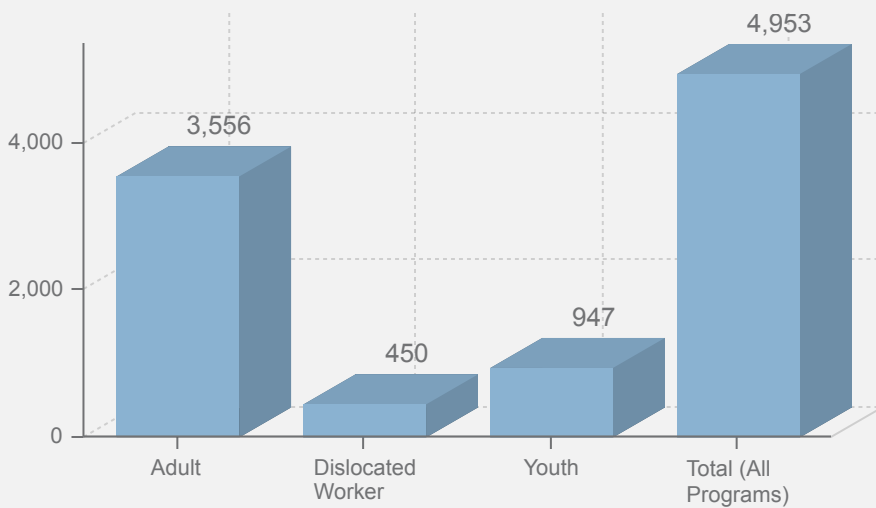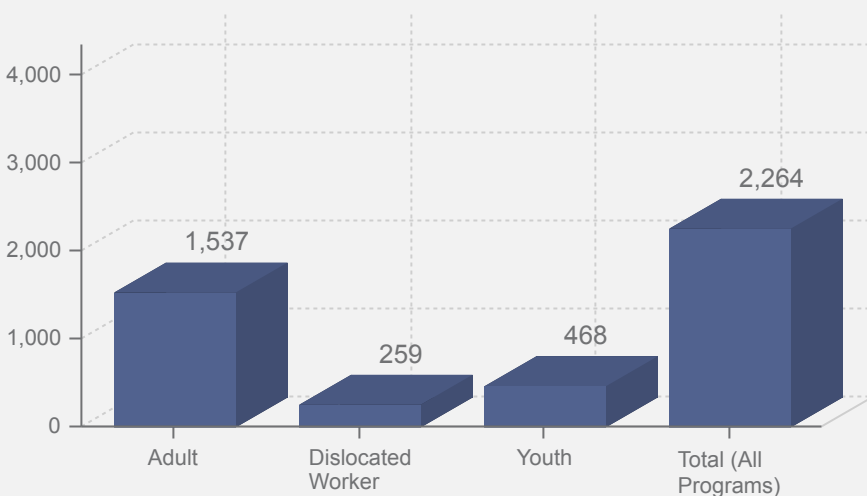| Number of Employees	Number of Businesses
1.8M	97,970

Title IB Program

PY20 Activity Highlights

Program Participation

Training Service Participation

There are four major WIOA Title IB program including:

The Adult Program provides workforce services that increase the employment, retention, earning and attainment of recognized post-secondary credentials for adults ages 18 and older.
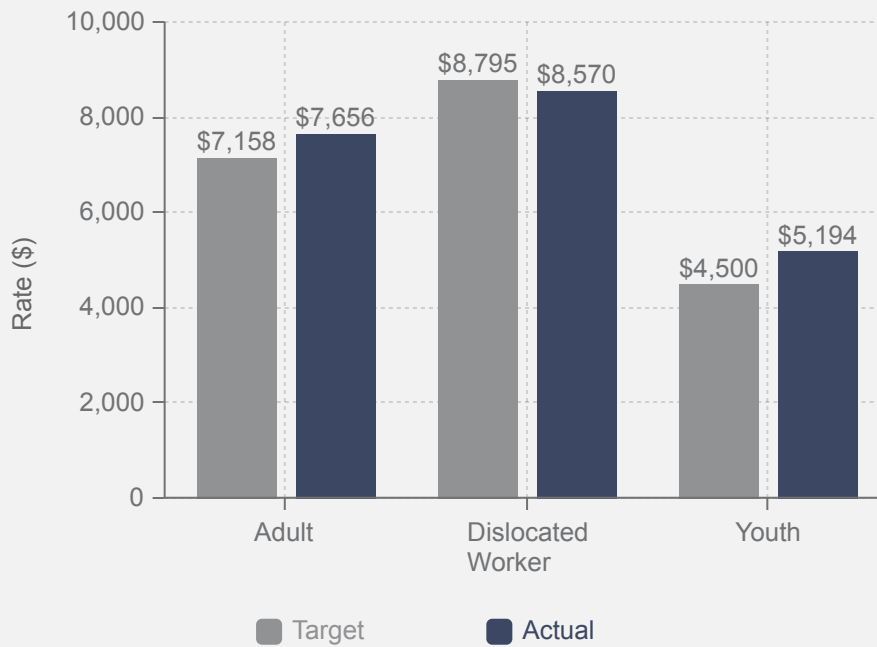
The Dislocated Worker (DW) Program provides services to individuals who have been terminated, laid off, or have received notice of termination or layoff from employment, generally due to employer downsizing or plant closures. Self-employed individuals who are unemployed due to economic conditions as well as displaced homemakers may also receive DW program services.

The Rapid Response (RR) Program is the cooperative effort of ARIZONA@WORK-Maricopa County staff and other partner programs. RR provides assistance and services to workers affected by layoffs, plant closures, natural or other disasters resulting in mass job dislocation. The intent of RR activities is to aid affected workers and help them transition to a new employment opportunity as quickly as possible.
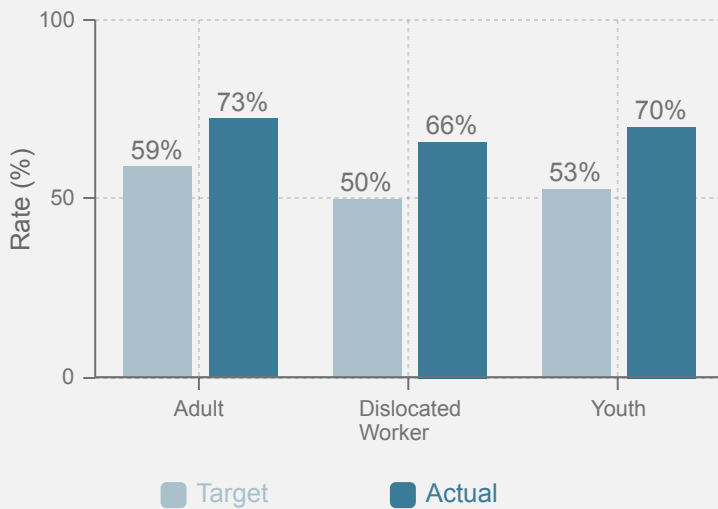
The Youth Program provides a comprehensive array of services (i.e. occupational skills training, work experiences, basic academic skills education, adult mentoring, etc.) the goal is for program participants to obtain a job in a career pathway, enroll in post-secondary education or register in an apprenticeship prior to the end of their participation in the program. Youth programs offer services to in-school and out-of-school youth ages 14-24.
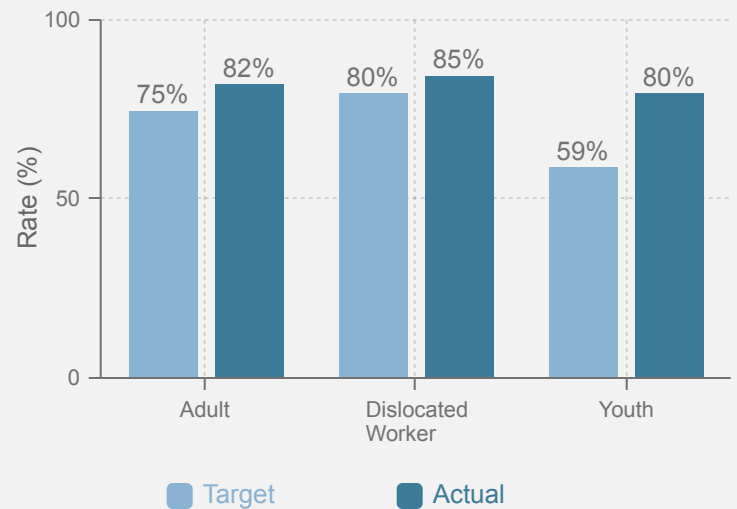
Median Earnings

Rate ($)

	Target	Actual
Adult	$7,158	$7,656
Dislocated Worker	$8,795	$8,570
Youth	$4,500	$5,194

- Target
- Actual

Measurable Skill Gains

Rate (%)

	Target	Actual
Adult	59%	73%
Dislocated Worker	50%	66%
Youth	53%	70%

- Target
- Actual

Credential Attainment

Rate (%)

	Target	Actual
Adult	75%	82%
Dislocated Worker	80%	85%
Youth	59%	80%

- Target
- Actual

Title II: Adult Education

WIOA strengthens the Title II Adult Education and Family Literacy Act (AEFLA) program by positioning adult education services provided by the Arizona Department of Education as a key component of the workforce development system in local communities and improving alignment among adult education programs, post-secondary education providers and employers.

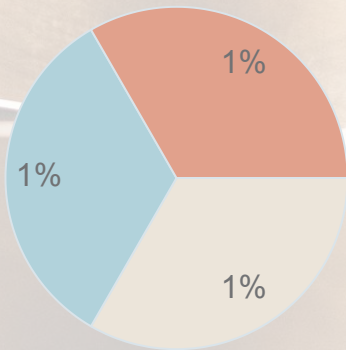| 0000	0000	0000
Total Number of Participants	Instructional Hours	IET Program Participants

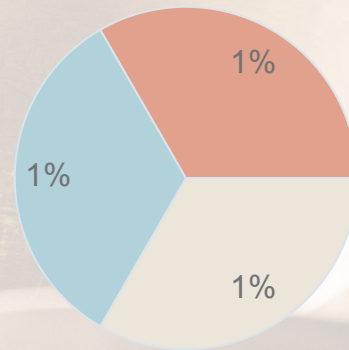| 0000	00%
Integrated Eng. Literacy & Civics Participants	Participants with Measurable Skill Gains

ABE/ASE Participation by Grade Level

1%
1%
1%

Grade Level 0-3.9 1   Grade Level 4-8.9 1
Grade Level 9-12 1

ESL Participation by Level

1%
1%
1%

Grade Level 0-3.9 1   Grade Level 4-8.9 1
Grade Level 9-12 1

Title III: Employment Service

The Employment Service Program provides employment services and career counseling to job seekers. This program also provides labor exchange services to job seekers and employers. These services are available to all job seekers, regardless of employment status, though Veterans receive priority and disabled Veterans receive highest priority. Any employer seeking workers are eligible for employer services from this program. Services include job search and placement assistance for job seekers, recruitment services and special technical services for employers, re-employment services for unemployment insurance complaints, labor exchanges services for workers who have received notice of permanent or impending layoff, referrals and financial aid application assistance for training and educational resources and programs and the development and provision of labor market and occupational information.

PY20 Activity Highlights

6,475 — **Customers Served**

3,990 — **Total Exiters**

9,162 — **Job Placements**

Title IV: Vocational Rehabilitation

The Rehabilitation Services Administration (RSA) assists individuals with disabilities to meet their goals for employment and independence. RSA is responsible for for technical assistance and resources for individuals with disabilities and for administering Vocational Rehabilitation (VR) programs. Program eligibility is limited to adults who have a physical or mental impairment that results in substantial employment barriers and who require Title IV services to "prepare for, secure, retain, advance in, or regain employment that is consistent with the applicant's strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice."

PY20 Activity Highlights

5,408 — **Number of Customers Served**

625 — **Number of Job Placements**

$15.35 — **Average Hourly Wage**

Workforce Development Board

Matt McGuire
Chair
Executive Director
Dignity Health

Bonnie Schirato
Vice Chair
Vice President
Tivity Health

Shawn Hutchinson
Second Vice Chair
Training Director
Phoenix Electrical JATC

Brent Downs
Member
Executive Director
St. Joseph the Worker

Greg Ghelfi
Member
Business Development
Officer
Maricopa IDA

Leah Hill
Member
Workforce Development
Consultant
Honor Health

Loren Granger
Member
AVP, Corporate Recruiter
Bank of America

Marcia J. Veidmark
Member
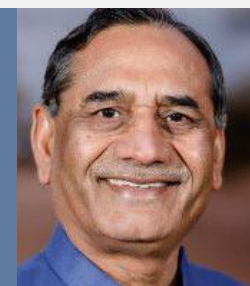President/CEO
SSC Underground

Christine Colon
Member
Rehabilitation Services
Supervisor
Arizona DES

Subhash Chandra
Member
HR & Finance Director
TBC Services, LLC

Workforce Development Board

Christopher Tafoya
Member
Deputy Administrator
Arizona DES
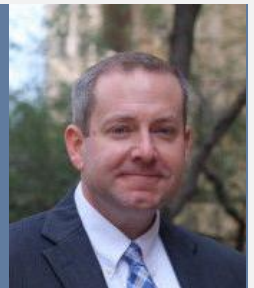
Colon Stewart
Member
President
Stewart Transportation

Scott Sudhalter
Member
Regional Director
Dell Technologies

Jason Walker
Member
Deputy Chief
Maricopa County Adult
Probation

Stan Chavira
Member
Secretary - Treasurer
United Food &
Commercial Workers

Erik Cole
Member
Director, Design Studio
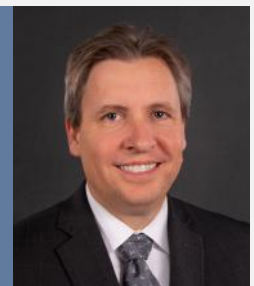Community Solutions
Arizona State University

Tina Drews
Member
Talent Management
Director
Salt River Project

Matt Clark
Member
State & Local Gov Affairs
Director
Verizon

Community Impact Story

In April 2020, Nicolas, age 17, and his father reached out to learn more about the WIOA Program. Nicolas had left high school earlier that year, with no plans to return. However, he was still interested in earning his High School Equivalency (HSE) diploma. Lacking previous work experience, he was also interested in exploring careers and gaining employment.

After several unsuccessful attempts to engage Nicolas in GED studies, Financial Literacy and Labor Market Information services, his Career Advisor, Nicole Higdon, intervened to provide formal mentoring support. Nicole and Nicolas' father also kept in contact and worked together to encourage and support Nicolas with his follow through on assignments.

Not feeling comfortable in a classroom setting, Nicole and Nicolas explored a variety of options for studying for the GED exams, including securing study materials and arranging practice tests to determine when he would be ready to take the final exams. There were stops and starts along the way, however, with consistent follow up, encouragement, clear expectations and holding him accountable, Nicolas passed all the exams and earned his High School Equivalency diploma on July 1, 2021!

Nicolas contacted Nicole right away to thank her for not giving up on him and a few weeks later, his father also sent the following email to Nicole:

Hello Nicole,
Thank you for helping with this success! Your commitment and encouragement was a big part of this achievement. This is huge for Nicolas moving forward in his life.
I've encouraged Nicolas to look at all possible jobs and or training now so he can see what's out there. Building experience and skills and of course getting an income would be a good next step for him. All you can do to provide assistance towards this direction would be appreciated.

You are truly appreciated for all you have done and not giving up on Nicolas!
Thank you,
Carlos V