



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.

a. 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.

- a. Meeting Minutes: June 17, 2021*
 - b. Monthly Fiscal Report*
 - c. One-Stop Center Certification*
-

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:

- a. Special Recognition
 - b. Welcome to CJ Williams, new Assistant Director of Workforce Development Division
 - c. Executive Committee Report
-

PUBLIC PARTICIPATION AND ACCESS: "The public must be allowed to attend and listen to deliberations and proceedings taking place in all public meetings, A.R.S. § 38-431.01(A); however, Open Meeting Law does not establish a right for the public to participate in the discussion or in the ultimate decision of the public body." Note: Agenda items may be taken out of order

"Equal Opportunity Employer/Program." "Auxiliary aids and services are available upon request to individuals with disabilities." A sign language interpreter, alternative format materials, or infrared assistive listening devices will be made available within 72 hours' notice. Additional reasonable accommodations will be made available to the extent possible within the time frame of the request. Arizona@Work: Maricopa County products and services are made available through federal funding provided by the Workforce Innovation and Opportunity Act (WIOA); serving Employers by aiding job seekers, adults, dislocated workers and youth.

7. Information/Discussion Only.

- a. American Rescue Plan Act (ARPA) Presentation*
 - b. Social Media/Maricopa County Arizona @WORK Website Update
 - c. Strategic Planning*
 - d. WIOA Overview Training*
 - e. Board Member Roles and Responsibilities Training*
-

8. Information/Discussion/Possible Action.

MCWDB Executive Committee Recommendations

- a. MCWDB 2021 Restructuring Revision*
 - b. FY2021-2022 Meeting Schedule Revisions*
 - c. 2021-2022 MCWDB Committee Chairs and Roster Recommendations*
 - d. FY2021 4th Quarter Report*
 - e. 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.

PUBLIC PARTICIPATION AND ACCESS: "The public must be allowed to attend and listen to deliberations and proceedings taking place in all public meetings, A.R.S. § 38-431.01(A); however, Open Meeting Law does not establish a right for the public to participate in the discussion or in the ultimate decision of the public body." Note: Agenda items may be taken out of order

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Community Impact Statements.

MCWDB Member Story

Making Work Work for All

MCWDB Member Business Success Story

Presented by Leah Hill, MAdmin, GCDF, CWDP, CCSP,
CSSGB, CMS

August 19, 2021

Who is Leah Hill?

- Arizona resident since 1989; moved with family from the Midwest.
- Proud graduate of Arizona's K-12 and post-secondary schools, through first Master's Degree.
- Upon completion of undergraduate degrees, saw an unfortunate "brain drain"; decided to stay local to be part of the local workforce solution and to give back to my community.
- Wants to give all job seekers an opportunity to find meaningful, dignified, socially-just employment with living wages.
- Nationally Certified Workforce Development Professional and thrice certified career and academic coach with 15+ years of workforce development experience.



Putting It All Together



Business



Helping
opportunities



Education

HonorHealth

Business and helping opportunity

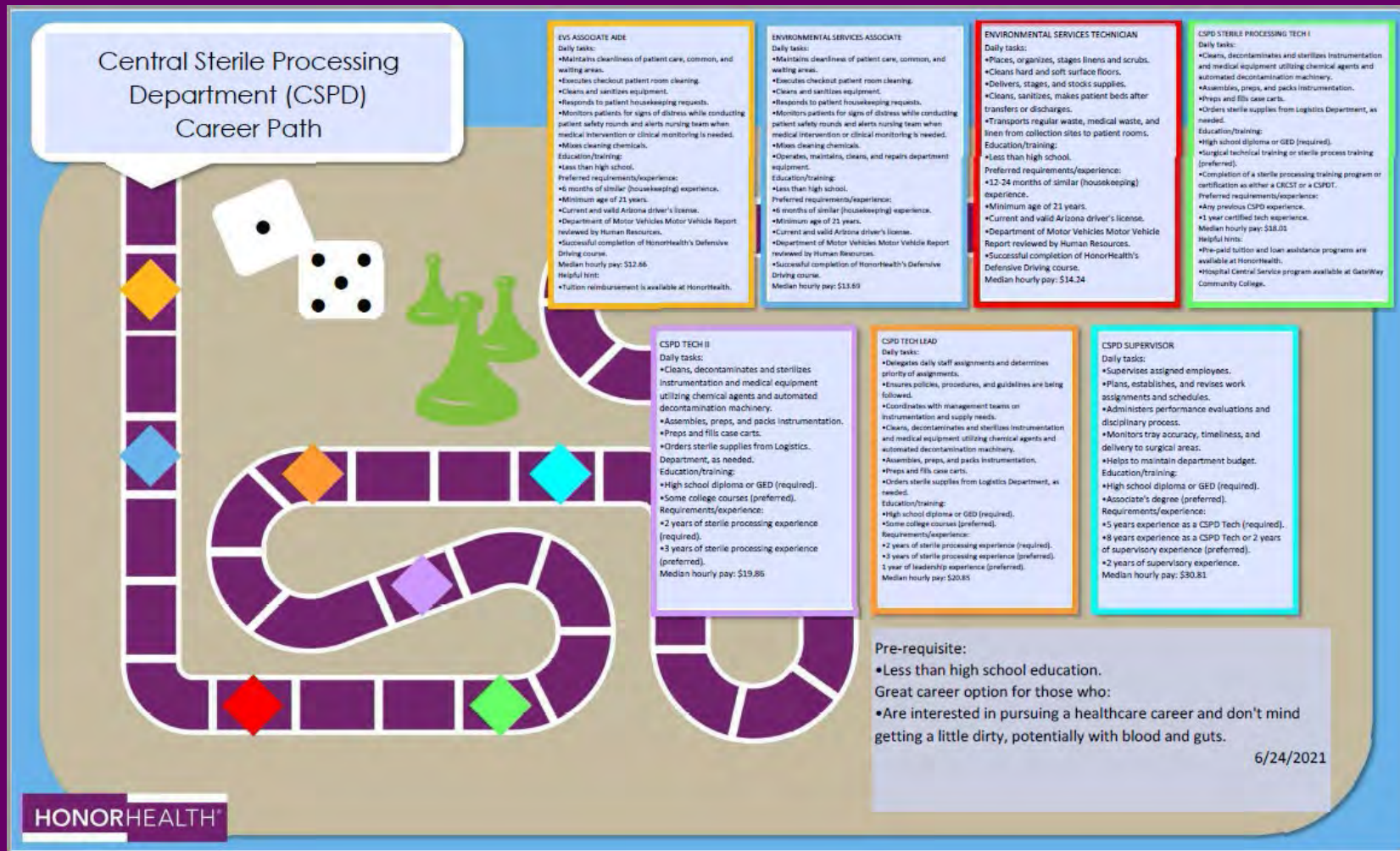
Service to the Healthcare Industry

Knew that this was intended career path in high school.

Proud member of the healthcare industry for nearly 21 years working for four large, local healthcare employers; presently serving at HonorHealth.

Held nine unique job titles in clinical and non-clinical departments.

Currently, facilitating the organization's workforce development initiatives and overseeing the HonorHealth Learning Institute.



Elevating Traditional and Non-Traditional Career Paths

Projects at HonorHealth

- Collaborating with job seekers and recruiters in addition to 150+ non-profit organizations, job centers, schools, (K-16+) to increase the organization's DEI presence by building partnerships, programs, and pathways into employment and to expose them to traditional and non-traditional career paths.
- Assisting ADA employees with their transitions back into the workplace.
- Providing career and academic coaching services to community members and employees, entry- through executive-level.
- Facilitating the organization's workforce development initiatives and designing, implementing, and delivering career development and upskilling programs for the organization's more than 10,500 non-leadership employees.
- Overseeing the HonorHealth Learning Institute.





Promoting Healthcare Careers to Special Populations

Designed SkillBridge Program for veterans and transitioning veterans.

Offering career and civilian transition support to veterans' family members.

Assisting persons with disabilities in securing healthcare employment; designs and delivers sensitivity training to employee's new team members.

Serving as college, trade school, and university relations representative.



STITCH Expos

- Delivered to high school students throughout HonorHealth's service area.
- Held semi-annually.
- In partnership with over 20+ HonorHealth business and local community partners.
- Hands-on activities, career development presentations and exercises, academic development resources provided.
- Delivered to 500+ students to-date.

Diversity, Education, and Inclusion

- In partnership with leaders from City of Scottsdale, Mayo Clinic, Arizona State University, and Innovation Care Partners, inaugural program was developed and implemented to promote and to provide awareness of healthcare careers to underrepresented, local high school students.
- Free, one-day, virtual event; first event held in 2021.
- Will provide a two-year longitudinal mentoring program to participants.



Making Work More Accessible and Inclusive

- Refurbished two vehicles into HonorHealth shuttles to transport employees to and from work sites.
- Wrote upskilling, healthcare-centric curriculum for entry-level employees.
- Preparing to launch high school completion and English as a Second Language programs.

Accomplishments

at

HonorHealth

- Creating partnerships to make education and career pathing more available, accessible, equitable, and affordable to HonorHealth's employees.
- Crafting and executing programs to improve recruitment and retention, workforce readiness, and employee development initiatives, and programs to evolve the organization.
- Recognized by a federal government agency, non-profit organizations, school districts, and community colleges for partnership activities and services offered to students.
- Conceptualized, launched, and improved two virtual student and instructor onboarding systems (LMSs) used nationally and internationally; one award winning.

Post-secondary Sector

Education

Post- secondary Service

Over seven years of service to local colleges and universities and their students, providing support, program development, and curriculum design and execution, in-person, hybrid, and online.

WaHi Productions

Business and helping opportunity



WaHi Productions, LLC

WaHi Productions

- Owner; founded in 2017.
- Provides consulting services to organizations regarding talent acquisition, employee onboarding, education and upskilling programs, grant applications, monitoring, maintenance, and reporting.
- Assists job seekers, program participants, and key stakeholders with academic, career, and workforce readiness coaching, curriculum development, and workforce development program establishment and oversight.
- Proudest accomplishment: Created a 12-module job and career readiness curriculum for an organization that serves LGBTQ+ youth with disabilities and abilities.



Putting It All Together



Business



Helping
opportunities



Education





Consent Agenda.

Meeting Minutes

MINUTES OF PUBLIC MEETING OF THE MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD

Thursday, June 17, 2021 – 9:30 a.m.

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

Members Present: Bonnie Schirato, Brent Downs, Christine Colon, Christopher Tafoya, Collin Stewart, Elizabeth E. Cole, Erik Cole, Gregg Ghelfi, Leah Hill, Loren Granger, Marcia Veidmark, Mark Wagner, Matt McGuire, Shawn Hutchinson, Stan Chavira, Tina Drews
(Note: All members present attended via GoTo meeting)

Members Absent: Scott Sudhalter, Matthew Clark

MEETING

Call to Order.

Chairman Matt McGuire, called the meeting to order at 9:30 a.m., and requested roll call.

Roll Call.

MCWDB Board Liaison, Deseret Romero took roll. Quorum was present.

Welcome and Opening Remarks.

Chairman Matt McGuire welcomed new Board member, Matthew Clark.

Chairman McGuire then provided a brief reviewed of the board’s vision, values and goals.

Workforce Impact Statements.*

Workforce Development Coordinator, Carter Ellis read a community success story by adult participant Misty.

Business Services Supervisor, Kevin Dumcum read a business partner story by the Wesco Assembly Plant in South Phoenix.

Consent Agenda.

Chairman McGuire asked for a motion to approve consent agenda items. Shawn Hutchinson made a motion; Bonnie Schirato seconded the motion. Roll call vote held:

In favor: Bonnie Schirato, Brent Downs, Christine Colon, Christopher Tafoya, Collin Stewart, Elizabeth E. Cole, Erik Cole, Gregg Ghelfi, Leah Hill, Loren Granger, Marcia Veidmark, Mark Wagner, Matt McGuire, Shawn Hutchinson, Stan Chavira and Tina Drews

Opposed: None

Abstained: None

Motion passed.

Chairman Report.

Chairman McGuire provided an update on the following:

2021 Celebrations of Accomplishments– Chairman McGuire shared the following 2021 Accomplishments.

- 2018 and 2020 Recertifications
- 9 new MCWDB members
- Success Stories addition to the agenda

- 86% Board meeting attendance
- Completion of Workforce Development Board staffing
- Relationship development
- Centers remained open during COVID-19 pandemic
- Apprenticeship Program - #1 in Nation
- Title 1B – 19% participant increase

August 19, 2021 MCWDB Retreat – Chairman McGuire shared a brief update regarding the August 19, 2021 MCWDB Retreat.

- Location to be the Desert Willow Conference Center
- Retreat will follow the August 19, 2021 Full MCWDB meeting
- Staff developing an agenda to be distributed prior

Informational/Discussion Only.

FY2022 Allocations.

MCWDB Executive Director Steve Clark provided the Board with a review of the 2021 Allocations and answered questions by Board members.

Chairman McGuire noted the significant difference in the allocation for dislocated workers.

Executive Director Clark provided a brief description of the allocation process.

- State provides a recommendation
- Local Workforce Directors convene and vote on various allocation options
- No specific guidelines

Executive Director Clark noted his hope for implementing a fairer set of guidelines for the Directors to follow when casting votes on allocations.

Board member, Marcia Veidmark requested that percentage be added to the Allocation charts in the future to more clearly identify the differences.

Board Member, Shawn Hutchinson mentioned the drastic cut in funding a few years prior, how it negatively affected the Title 1B applicants and if staff remembered what year this particular funding cut had occurred.

Nicole Forbes, MCWDB Fiscal Agent, responded that she would follow-up shortly with the exact year. (Later noting: PY2017 \$15,623,076 vs. PY2018 \$14,189,514 – Difference of \$1,433,562)

Chairman McGuire inquired if it was possible to identify the trend of funding cuts from the last 5, 6 or 7 years and a metrics of Title 1B applicants who did not qualify for assistance due to the referenced funding cuts.

Executive Director Clark noted that MCWDB staff would prepare the requested documentation and send to the Board in the next few weeks.

Maximus One-Stop Operator Summary Report.

Gretchen Carraway will present the Maximus One-Stop Operator Summary Report to the Board.

The MCWDB Board Members made the following comments:

- Referenced data results (percentages) appear to be both good and bad.
 - Pending data
 - Pandemic effects
 - New working environments
- Gratitude to the partners for many hours of work.

Ms. Carraway will provide additional assistance for MCWDB Members who would like to navigate more detailed information on the platform.

Information/Discussion/Possible Action.

Vice Chair Election.

Chairman McGuire sought nominations from the Board for the election of the Vice Chair.

Board Member Loren Granger nominated Board Member Bonnie Schirato for Vice Chair of the MCWDB. Ms. Schirato accepted the nomination.

Chairman McGuire called for possible additional nominations. No additional nominations were voiced.

Board Member Schirato shared her vision statement, at the request of Chairman McGuire.

Chairman McGuire asked for a second to Board Member Granger's nomination to appoint the Board Member Bonnie Schirato as Vice Chair to the MCWDB. Board Member Marcia Veidmark seconded the motion. Roll call vote held:

In favor: Bonnie Schirato, Brent Downs, Christine Colon, Elizabeth E. Cole, Erik Cole, Gregg Ghelfi, Leah Hill, Loren Granger, Marcia Veidmark, Mark Wagner, Matt McGuire, Shawn Hutchinson, Stan Chavira

Opposed: None

Abstained: None

Motion passed.

Second Vice Chair Election.

Chairman McGuire sought nominations from the Board for the election of the Second Vice Chair.

Board Member Stan Chavira nominated Board Member Shawn Hutchinson for Second Vice Chair of the MCWDB. Mr. Hutchinson accepted the nomination.

Chairman McGuire called for possible additional nominations. No additional nominations were voiced.

Board Member Hutchinson shared his vision statement, at the request of Chairman McGuire.

Chairman McGuire asked for a second to Board Member Chavira's nomination to appoint the Board Member Shawn Hutchinson as Second Vice Chair to the MCWDB. Board Member Mark Wagner seconded the motion. Roll call vote held:

In favor: Bonnie Schirato, Brent Downs, Christine Colon, Elizabeth E. Cole, Erik Cole, Gregg Ghelfi, Leah Hill, Loren Granger, Marcia Veidmark, Mark Wagner, Matt McGuire, Shawn Hutchinson, Stan Chavira

Opposed: None

Abstained: None

Motion passed.

MCWDB 2021 Restructuring.

Executive Director Steve Clark provided the Board with a brief review of the MCWDB 2021 Restructuring previously provided to the Board at their June meeting.

Board Member Elizabeth "E" Cole inquired as to the possibility of modifying the schedule within the MCWDB 2021 Restructuring in case the schedule did not work for the Youth Committee.

Executive Director Clark and Chairman McGuire both noted the desire to manage the restructuring according to the needs and direction of the MCWDB.

Chairman McGuire called for a motion to approve the MCWDB 2021 Restructuring as presented, with the flexibility to adapt next fiscal year. Marcia Veidmark made the motion; Erik Cole seconded the motion. Roll call vote held:

In favor: Bonnie Schirato, Brent Downs, Christine Colon, Elizabeth E. Cole, Erik Cole, Gregg Ghelfi, Leah Hill, Loren Granger, Marcia Veidmark, Mark Wagner, Matt McGuire, Shawn Hutchinson, Stan Chavira

Opposed: None

Abstained: None

Motion passed.

MCWDB Fiscal Year 2021-2022 Meeting Schedule.

Executive Director Steve Clark noted MCWDB requirement to approve the Fiscal Year schedule and post to the AZ@WORK website.

Chairman McGuire called for a motion to approve the MCWDB Fiscal Year 2021-2022 Meeting Schedule as presented. Erick Cole made the motion; Loren Granger seconded the motion. Roll call vote held:

In favor: Bonnie Schirato, Brent Downs, Christine Colon, Elizabeth E. Cole, Erik Cole, Gregg Ghelfi, Leah Hill, Loren Granger, Marcia Veidmark, Mark Wagner, Matt McGuire, Shawn Hutchinson, Stan Chavira

Opposed: None

Abstained: None

Motion passed.

FY2022 One Stop Operator Contract.

MCWDB Management Analyst Nancy Avina, provided the Board with a brief review of the FY2022 One Stop Operator Contract previously provided to the Board.

Chairman McGuire called for a motion to approve the FY2022 One Stop Operator contract as presented. Marcia Veidmark made the motion; Elizabeth "E" Cole seconded the motion. Roll call vote held:

In favor: Bonnie Schirato, Brent Downs, Christine Colon, Elizabeth E. Cole, Erik Cole, Gregg Ghelfi, Leah Hill, Loren Granger, Marcia Veidmark, Mark Wagner, Matt McGuire, Shawn Hutchinson, Stan Chavira

Opposed: None

Abstained: None

Motion passed.

Memorandum of Understanding and Infrastructure Funding Agreement.

MCWDB Management Analyst Nancy Avina, provided the Board with a brief review of the Memorandum of Understanding and Infrastructure Funding Agreement previously provided to the Board.

Chairman McGuire called for a motion to approve the Memorandum of Understanding and Infrastructure Funding Agreement as presented. Bonnie Schirato made the motion; Erik Cole seconded the motion. Roll call vote held:

In favor: Bonnie Schirato, Brent Downs, Christine Colon, Elizabeth E. Cole, Erik Cole, Gregg Ghelfi, Leah Hill, Loren Granger, Marcia Veidmark, Mark Wagner, Matt McGuire, Shawn Hutchinson, Stan Chavira

Opposed: None

Abstained: None

Motion passed.

Executive Director Report.

Executive Director, Steve Clark introduced new MCWDB Management Analyst Kennedy Riley. Ms. Riley greeted the Board.

Executive Director Clark deferred this remaining updates due to time.

Committee Reports.

Executive Committee – No update. June meeting was cancelled.

Youth Committee – Youth Committee Chair, Elizabeth E. Cole, noted that the Committee did not meet in May, however, would like to share the annual Youth Committee accomplishments.

- Two new Youth Committee Members
- Presentations related to Youth Services
- Addition of youth Services Stories

Call to the Public.

Chairman McGuire made a call for public comment. No one spoke.

Adjourn.

Chairman McGuire adjourned the MCWDB meeting at 11:27 a.m.

**For additional information, contact MCWDB staff at: MCWDB@maricopa.gov*



Consent Agenda.

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%
Position 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**

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%



Consent Agenda.

2021 One-Stop Center Certification

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

August 5, 2021

Nancy Avina, Management Analyst

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/1lqHpnDr6mptsW1dMp2EL8Hg1ML4-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 Only.

American Rescue Plan Act (ARPA) Presentation



Workforce Development Board Meeting

American Rescue Plan Act (ARPA)

August 19, 2021

Bruce Liggett, Director
Maricopa County Human Services Department



ARPA MARICOPA COUNTY

- \$871 million – First half received
- Major Categories:
 - Support Public Health Response - \$136 million
 - Business Support - \$60 million
 - Behavioral Health, Addiction Recovery, and Community Health Equity - \$33.5 million
 - Human Services - \$147 million
 - Other - \$36.6 million



Maricopa County Human Services ARPA Categories

- Early Education - \$1 million
- Senior and Persons with Disabilities - \$15 million
- Workforce Support - \$25 million
- Career/College Readiness - \$5 million
- Domestic Violence - \$15 million
- Food Bank Support - \$3 million
- Prevention and Assistance Eviction - \$20 million
- Housing - \$40 million
- Homelessness - \$22 million
- Funeral Assistance - \$1 million



Maricopa County ARPA

- Workforce Support - \$25 million
 - Job Seekers – with barriers and priority populations
 - Employer Support and Initiatives
- College/Career Readiness
 - Credentials
 - Career Preparation



Challenges, Opportunities, and Reflections

- Covid Pandemic and Community Impact
- Public Health Response
- Our Workforce(s)
- Rapid Influx of Resources:
 - Phased Awards and One Time Funds
 - Multiple Fund Sources, Eligible Criteria, and Ramping up
- Balancing Urgent Needs, Responsible Uses, and Sustainability
- New Initiatives
- Systemic Improvements



Information/Discussion Only.

Strategic Planning



Summary of MCWDB Strategic Planning

August 19, 2021

Strategic Plan Evolution Timeline



April 10, 2018
Start of Strategic
Planning Process



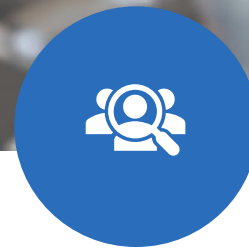
May 30, 2018
Needs Assessment



July 16, 2018
Strategic Plan



August 15, 2018
Recommended
System Changes



August 30, 2018
Evaluation



September 19, 2018
Implementation



Maricopa County Considered Characteristics

Business and Growth

- Rapid Growth
- 65,000 new people in 2017-2018
- Lowest unemployment in US
- High relocation pattern for out-of-state people

Infrastructure Characteristics

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

Diverse Community

- High Spanish-speaking Community
- High Diversity
- Tolerance and Diversity Combined

Social Climate and Lifestyle

- Independent Mindset Prevails in Local Area
- Largest Veteran Population in Country
- Large population of disconnected youth
- High number of homeless population
- Low level of education
- Proximity to the border of Mexico
- High poverty
- Low level of funding for mental health
- Heat factors into lifestyle

The 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. “



Core Value 1

**Customer-Centric
Service**



Core Value 2

**Public Trust and
Accountability**



Core Value 3

**Responsive to a
Changing
Environment**



Core Value 4

**Data-Driven and
Performance-
Based**

**Create a high-quality
Workforce
Development system**

**Design and utilize
performance-based
metrics that ensure
capacity management
and improve system
outcomes**

**Build brand
awareness of
Workforce
Development to
increase utilization**



**Build a self-sustaining
system of Workforce
Development**

**Implement Regional
Workforce entity**

Goal 1: Create a High-Quality Workforce Development System

Strategy 1: Apprenticeships, Trades, & Industry Certifications.

Strategy 2: Holistic Approach for Seamless Delivery.

Strategy 3: Business Engagement

Strategy 4: Digital Access

- ✓ Strong Education Services to Address Employer Needs
- ✓ Strong apprenticeship program
- ✓ Effective Training Delivery
- ✓ Strong Educational Services
- ✓ High Quality, Seamless Customer Experience

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

Employer-Focused

Strategy 1: Maricopa County focused Industry Sectors

Strategy 2: Industry Sector Employers

Strategy 3: Convene Employers and Educational Providers

Strategy 4: Gaps and Skills

Strategy 5: Human-Centered Design Approach

Strategy 6: Net Promoter Score

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

Job Seeker-Focused

Strategy 1: Awareness of Services

Strategy 2: Human-Centered Design

Strategy 3: Resource Expansion

Strategy 4: Skills and Aptitude Driven Training

Strategy 5: Focus on Jobs

Strategy 6: How is ARIZONA@WORK Found?

Strategy 7: Promoting Services

Goal 3: Implement Regional Workforce Entity

Strategy 1: Regional Workforce Development Entity

Strategy 2: Best and Promising Practices

Strategy 3: Business Case

Strategy 4: Implementation Roadmap

- ✓ Viable Entity for Serving the Region
- ✓ Human-Centered Design
- ✓ Focus and Flexibility



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

Strategy 1: Landscape Analysis

Strategy 2: Benchmark Best-in-class Workforce Systems

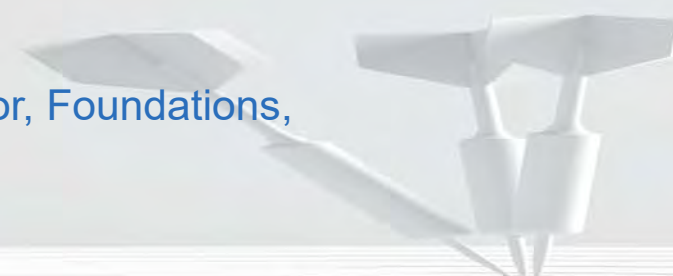
Strategy 3: Design a System

Strategy 4: Drive Private Sector Money to this System

Strategy 5: Seek Private Foundation Money

Strategy 6: Partner with Private Companies and Industry Associations

- ✓ Range of Alternative Funding Sources
- ✓ Long-term Partnerships with Private Sector, Foundations, and Other Source Partners
- ✓ Integrated Funding Sources



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

Strategy 1: Customer Experience Map

Strategy 2: Value-Stream Mapping

Strategy 3: Gap Analysis

Strategy 4: Capacity Building

Strategy 5: Increase Funding for In-Demand Occupations

Strategy 6: Increase Industry Certifications and Apprenticeships

Strategy 7: Outcome-Based Performance Metrics

Strategy 8: Continuous Process Improvement

- ✓ Meaningful and Simple Metrics
- ✓ Value-added Metrics that Facilitate Understanding
- ✓ Contribution to Shared Achievement





Strategic Planning Next Steps

Option #1

Continue to operate under the 2018 Strategic Plan

- **Develop new activities to match up with 2018 goals**
- **Develop new strategies for implementation of 2018 recommendations**
- **Carry on with 2018 recommendations**

Option #2

Create a new Strategic Plan

- Workforce and Economic Climate Changed from 2018
- Increased Focus on Employer Outcomes
- Regional Prospective Included?
- Blended Plan Potential (2018/2022)

Questions/Thoughts?

Option #2 Scenario

Combine Local Area Plan Review & Strategic Plan

Local Area Plan

- Mid-cycle review is required-contracted work
- Targeted completion date-December 2021
- Part of 2022 Local Board Recertification (March 2022)
- Include updated economic and demographic data

Option #2 Scenario (cont.)

Combine Local Area Plan Review & Strategic Plan

Strategic Plan

- Refocus on current data
- Targeted completion date-Spring 2022
- Processed through Executive Committee
- 4-5 hours of Executive Committee time
- Utilize surveys and electronic information gathering

Option #2 Scenario (cont.)

Timeline for Combined Projects

- **Procurement Process**
 - August-September
- **Local Area Plan Review Project**
 - October-January
- **Strategic Planning Project**
 - November-May
- **Budget Impact**



Discussion/Questions/Next Steps



Information/Discussion Only.

MCWDB Trainings

[WIOA Overview Training](#)

[Board Member Roles and Responsibilities Training](#)



Information/Discussion/Possible Action.

MCWDB Executive Committee Recommendations

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

Considerations

- Meetings

- Frequency
- Duration
- Information → Approval Flow
- Maximize efficiency and effectiveness of meetings

- WDB Goals and Areas of Focus

- 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

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

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

Proposed Committees and Workgroups

- Employer Connection Committee
 - 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

Proposed Committees and Workgroups

- **Marketing and Outreach Committee**
 - 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

Proposed Committees and Workgroups

- Workgroup(s)-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.

Questions?





Information/Discussion/Possible Action.

MCWDB Executive Committee Recommendations

FY2021-2022 Meeting Schedule Revisions

NOTICE OF MEETINGS FOR 2021-2022
MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD
AND THE MCWDB EXECUTIVE COMMITTEE, AND MCWDB YOUTH COMMITTEE

(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.

MCWDB Executive Committee Recommendations

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

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

DRAFT



Information/Discussion/Possible Action.

MCWDB Executive Committee Recommendations

FY2021 4th Quarter Report



ARIZONA @ WORK™

MARICOPA COUNTY

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MCWDB QUARTERLY REPORT FY21

4th Quarter
April - June 2021

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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 REGIONAL 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

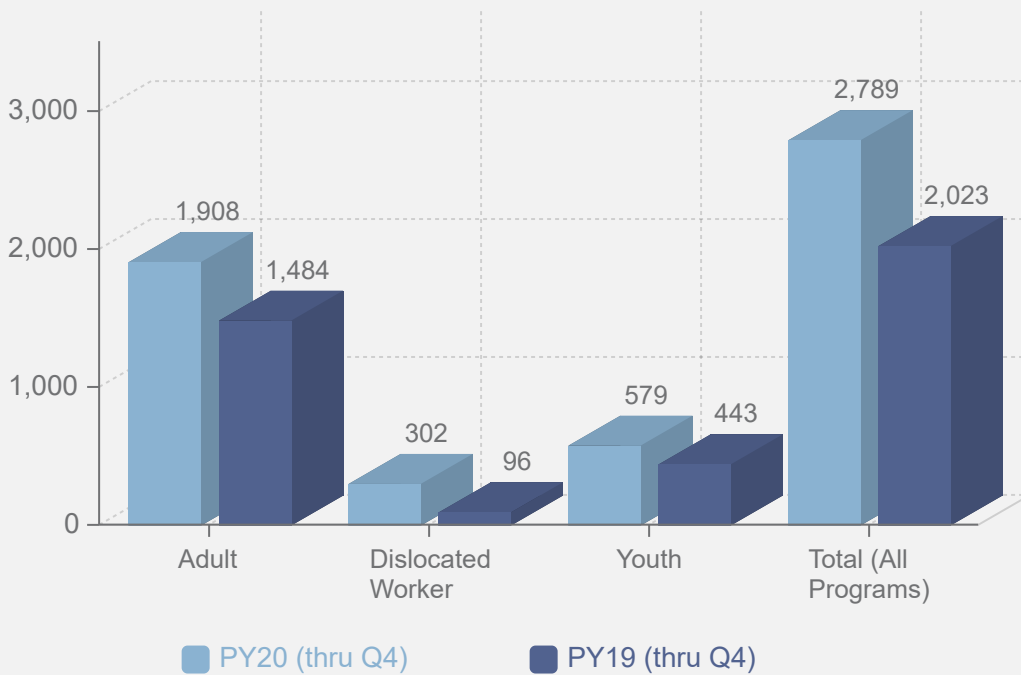
- Presented a four-year contract overview and Fiscal Year '20-21 recap to MCWDB
- Presented to various groups on the customer referral system and provided technical assistance.
- Currently implementing co-enrollment into the customer referral system.
- Continuous improvement of program partner dashboards 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

(April 1, 2021- June 3, 2021)

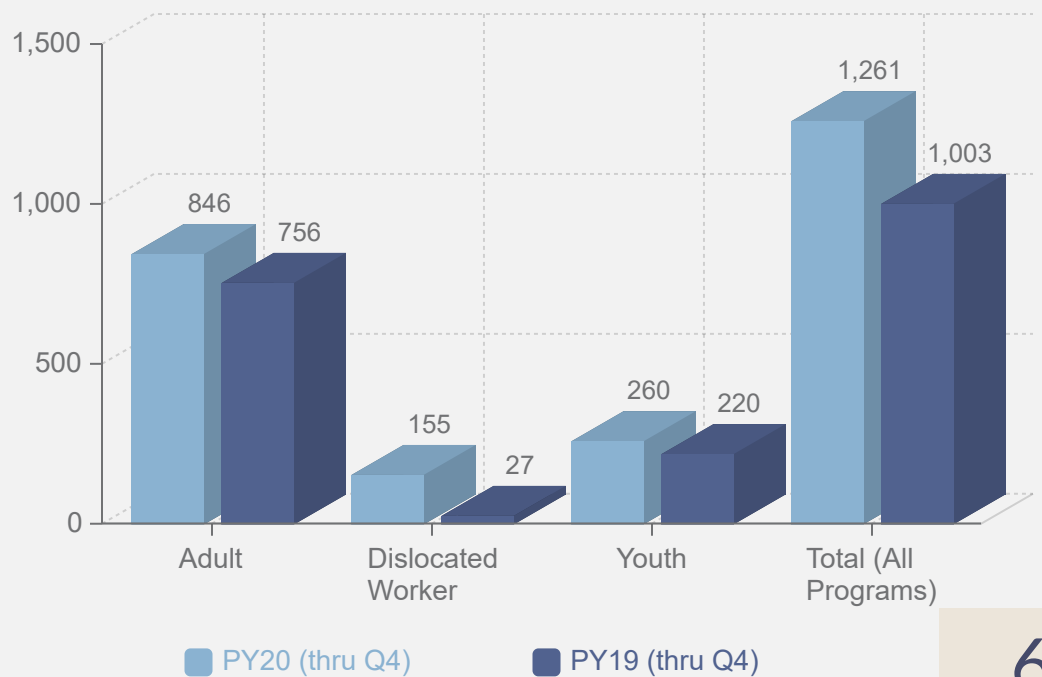
WIOA Title 1B

Program Participation



2,789
Participants
Served

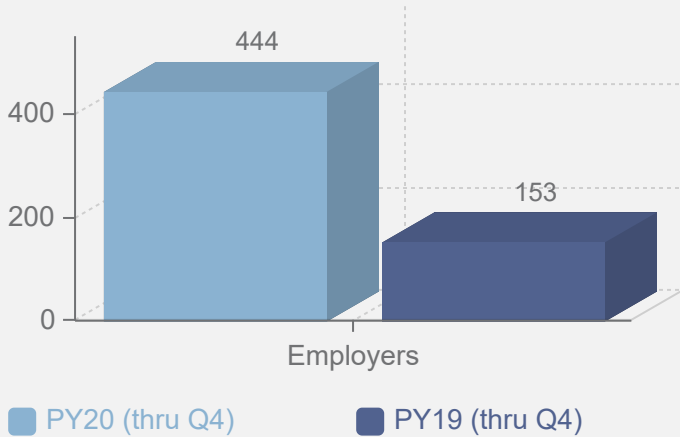
Training Service Participation



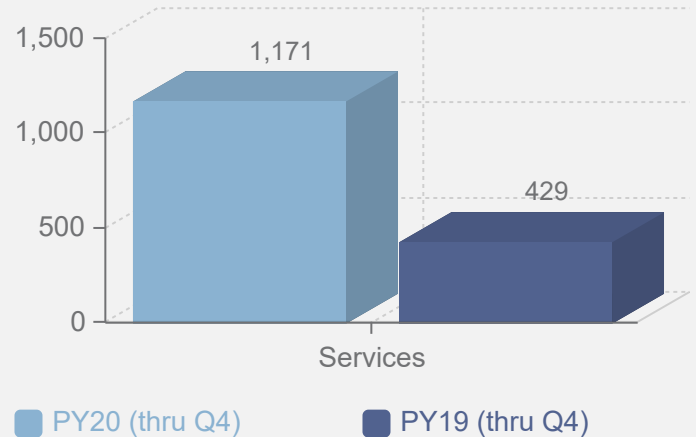
26%

Increase in
Training Service
Participation

Employers Served



Employers Services



173%

Increase in Services
Delivered to Employers



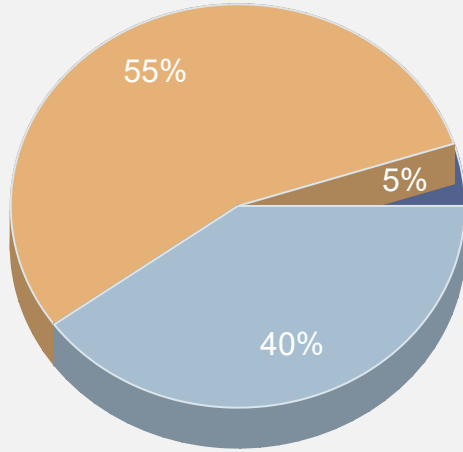
WIOA Title II

Total Number of Participants (Individuals with 12 or more hours of attendance)	1191
Number of Participants in Integrated Education & Training Program**	132
Number of Participants in Integrated English Literacy & Civics Education (Sec. 243 of WIOA)***	524
Total Number of Instruction Hours	42,739
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)

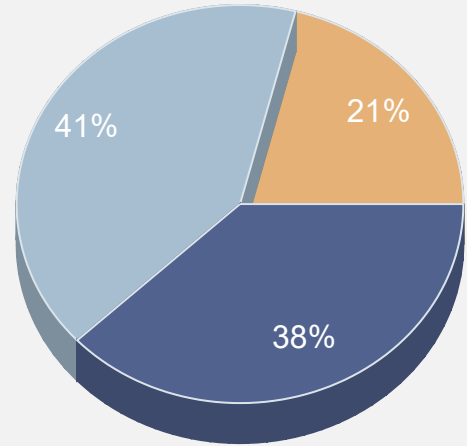
*** IELCE provides education services to English language learners to enable them to achieve competency in the English language and acquire the basic advanced skills needed to function effectively as parents, workers and citizens of the United States.

ABE/ASE Participation by Level Maricopa County



- Grade level 0-3.9
- Grade level 4-8.9
- Grade level 9-12

ESL Participation by Level Maricopa County



- ESL Level 1-2
- ESL Level 3-4
- ESL Level 5-6

*Preliminary PY20 data provided by the Arizona Department of Education

WIOA Title III

Employment 4th Quarter Exit	1372
Median Earnings	\$7,416

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



MCWDB Policies

01. MCWDB Conflict of Interest Policy.

02. Work Based Training Services Policy.

03. Training Services Limits Policy.

04. Monitoring and Oversight Policy.

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!





Information/Discussion/Possible Action.

MCWDB Executive Committee Recommendations

PY2020 Annual Report



MARICOPA COUNTY

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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

Chairman
Maricopa County Workforce Development Board



Matt McGuire
Chairman
Maricopa County
Workforce Development
Board



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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 its 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 and 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

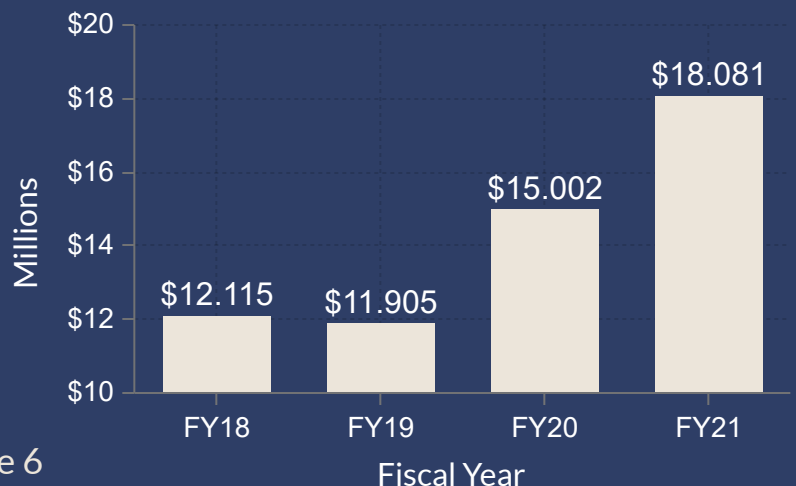
- Identify a range of alternative funding sources in addition to federal workforce development agencies
- Include long-term partnerships with private sector partners, foundations and other sources
- Specify integrated funding sources that ensure a wide range of services to employers and job-seekers.

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

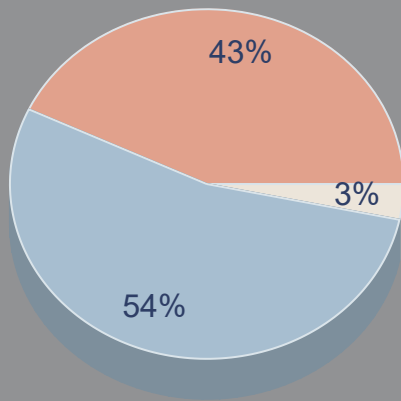
Total Funding Expended

Fiscal Years
2018-2021



FY21 Financial Review

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



WDB Admin & Oversight

\$592,373

ARIZONA@WORK Services:
Staffing & Operations

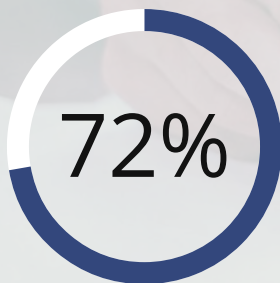
\$9,718,962

Direct Participant Services

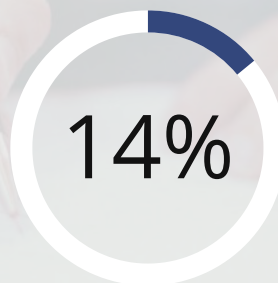
\$7,769,699

Direct Participant Services Breakdown

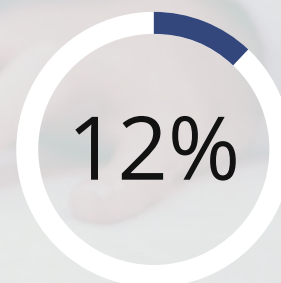
During Fiscal Year 2021 \$7,769,699 (43%) of funding went directly to services including apprenticeships, occupational skills training, work experiences (WEX), and supportive services. A majority of the funding went to occupational skills training (72%) and WEX (14%).



Occupational
Skills Training



Work
Experience



Apprenticeship

Maricopa County at a Glance

Population

4.49M

Median Age

36.9

Median Household Income

\$68,649

Families in Poverty

12.1%

Unemployment Rate

5.7%

Median Property Value

\$293,600

Number of Employees

1.8M

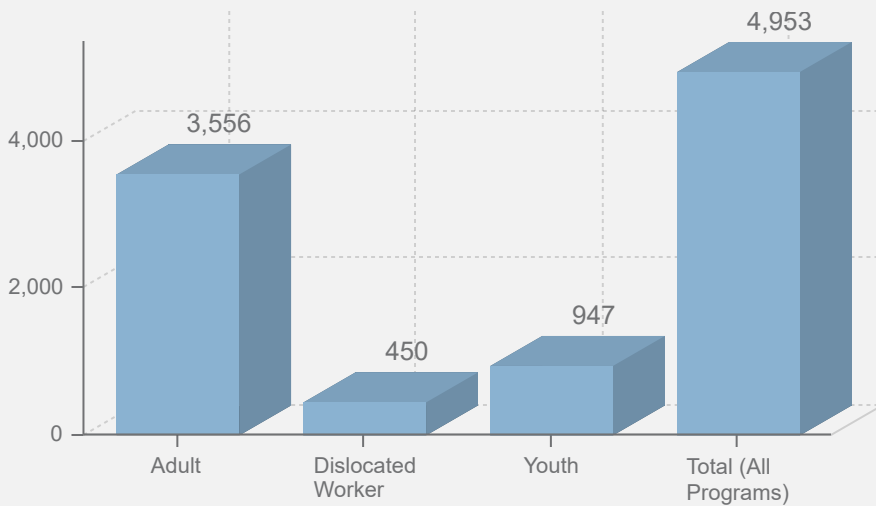
Number of Businesses

97,970

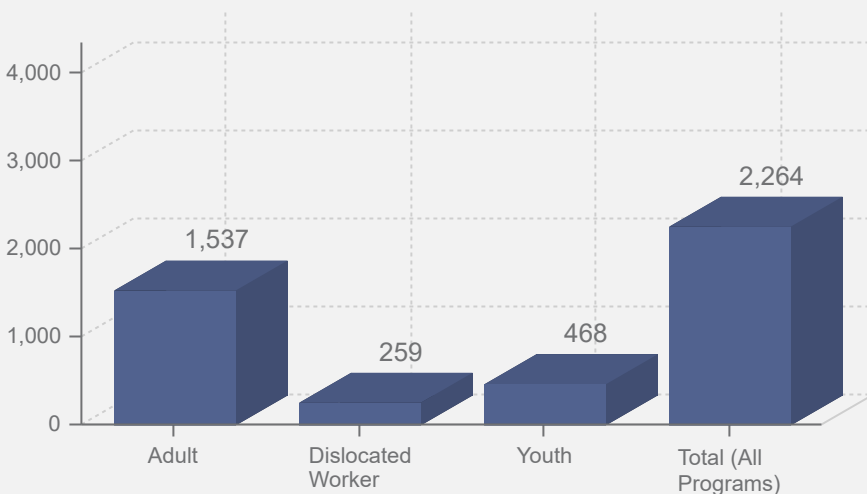
Title IB Program

PY20 Activity Highlights

Program Participation



Training Service Participation



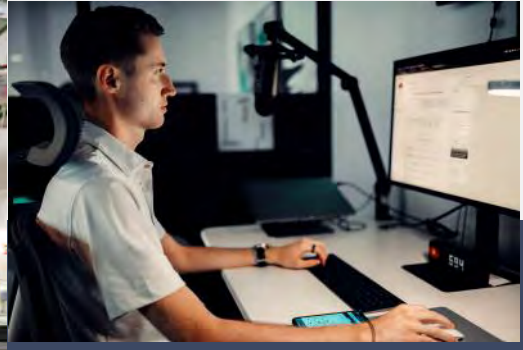
There are four major WIOA Title IB program including:

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.

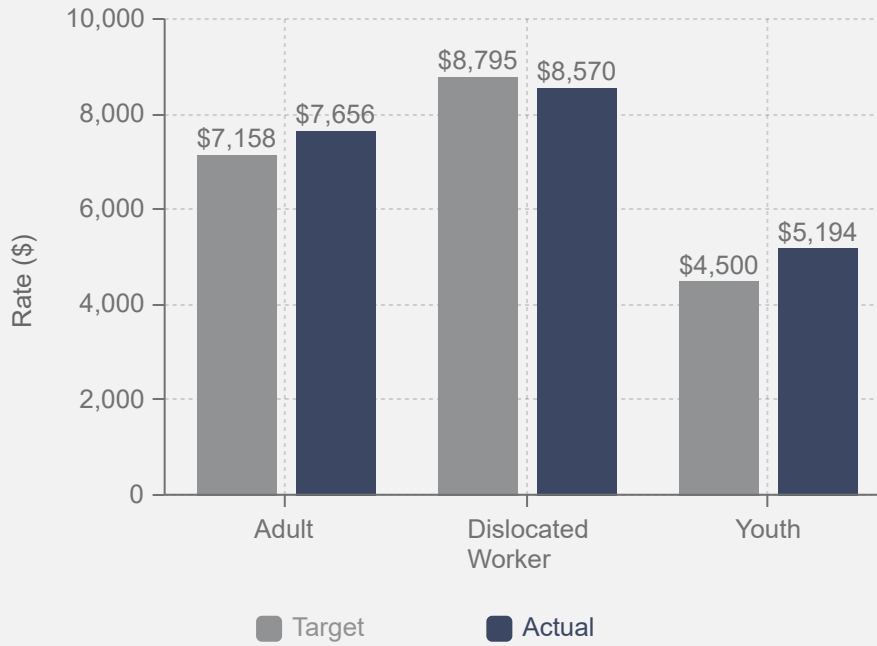
The Dislocated Worker (DW) Program provides services to individuals who have been terminated, laid off, or have received notice of termination or layoff from employment, generally due to employer downsizing or plant closures. Self-employed individuals who are unemployed due to economic conditions as 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.

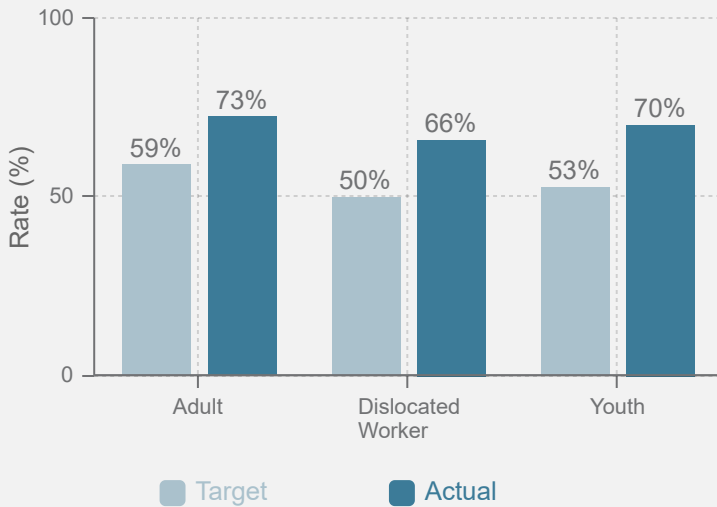
The Youth Program provides a comprehensive array of services (i.e. occupational skills training, work experiences, basic academic skills education, adult mentoring, etc.) the goal is for program participants to obtain a job in a career pathway, enroll in post-secondary education or register in an apprenticeship 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.



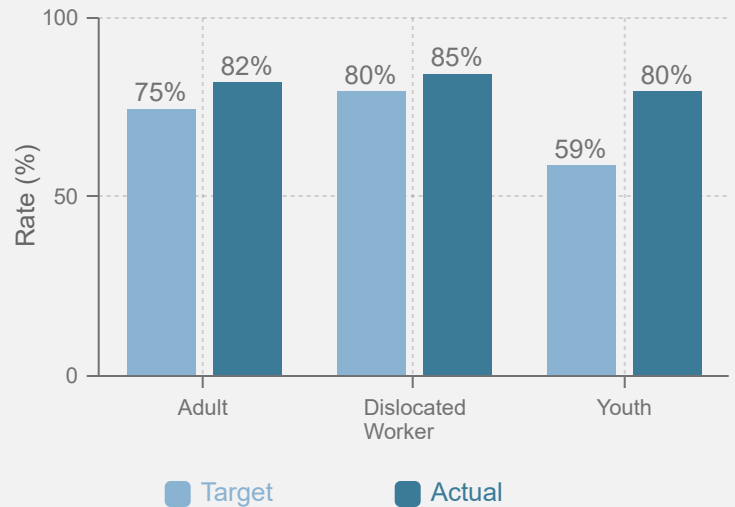
Median Earnings



Measurable Skill Gains



Credential Attainment



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.

3,733
Total Number of
Participants

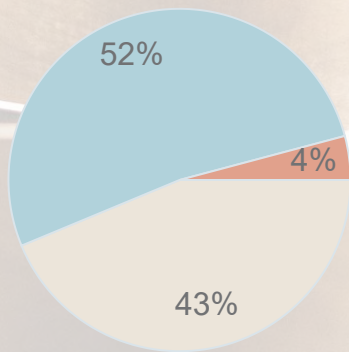
237,874
Instructional
Hours

703
IET Program
Participants

2,287
Integrated Eng.
Literacy & Civics
Participants

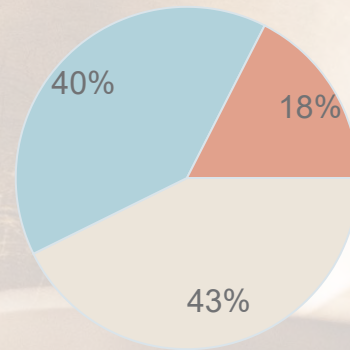
53%
Participants with
Measurable Skill
Gains

ABE/ASE Participation by Grade Level



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

ESL Participation by Level



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

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



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



Subhash Chandra

Member
HR & Finance Director
TBC Services, LLC



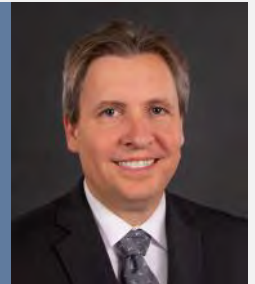
Stan Chavira

Member
Secretary - Treasurer
United Food &
Commercial Workers



Matt Clark

Member
State & Local Gov Affairs
Director
Verizon



Erik Cole

Member
Director, Design Studio
Community Solutions
Arizona State University



Christine Colon

Member
Rehabilitation Services
Supervisor
Arizona DES



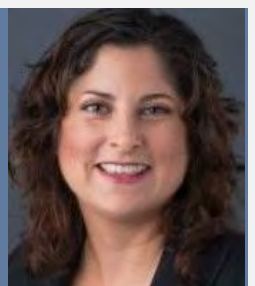
Brent Downs

Member
Executive Director
St. Joseph the Worker



Tina Drews

Member
Talent Management
Director
Salt River Project



Workforce Development Board

Greg Ghelfi

Member
Business Development
Officer
Maricopa IDA



Loren Granger

Member
AVP, Corporate Recruiter
Bank of America



Leah Hill

Member
Workforce Development
Consultant
Honor Health



Colon Stewart

Member
President
Stewart Transportation



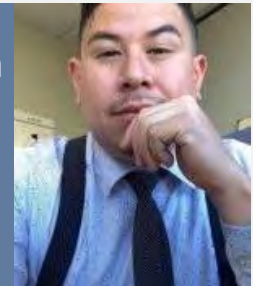
Scott Sudhalter

Member
Regional Director
Dell Technologies



Christopher Tafoya

Member
Deputy Administrator
Arizona DES



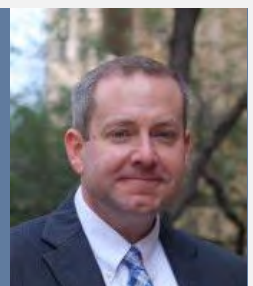
Marcia J. Veidmark

Member
President/CEO
SSC Underground



Jason Walker

Member
Deputy Chief
Maricopa County Adult
Probation





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





Executive Director Report.

August 2021 Report

August 2021

Executive Director Maricopa County Workforce Development Board Report

Steve Clark, Executive Director

Workforce Partnership Updates

We are continuing to collaborate with our many partners from FY 21 and look forward to establishing professional relationships with additional organizations in FY 22.

Here are a few examples of our current partnerships:

1. Greater Phoenix Area Chamber Foundation (member May 2021)
 - a. Build Your Future
 - b. Participate in monthly organizational meetings addressing the future of the workforce for our in-demand occupations
 - c. ElevateEDAZ-Provides a direct connection between workforce development and K-12 education.
2. Valley of the Sun United Way
 - a. We are part of a work group addressing employer connections for in-demand occupations
 - b. VSUW staff member Melissa Boydston has agreed to join our Marketing and Outreach Committee as we move towards a regional marketing approach.
3. City of Phoenix
 - a. K-12 Connection Processes
 - b. Apprenticeships for in-demand occupations
 - c. Regional marketing focus for WIOA programs from a regional perspective
 - d. Discussions of our intent to work collaboratively on future projects/initiatives
4. Pinal County
 - a. Staff Cross-Training
 - b. Regional marketing focus for WIOA programs from a regional perspective
 - c. Discussions of our intent to work collaboratively on future projects/initiatives
5. Arizona Insurance Institute-Monica Magoon, Executive Director
 - a. We are part of an insurance industry-focused workgroup that brings together the partners in a regional approach to addressing the industry workforce development needs.

6. Maricopa County Community Colleges
 - a. Participating in planning for a manufacturing staffing pipeline to address the projected employment needs in the manufacturing industry
 - b. Critical partnership for the planned expansion of career pathways

7. Western Apprenticeship Coordinators Association of Arizona
 - a. Participate in regularly scheduled meetings to connect with the following organizations;
 - i. Arizona Department of Transportation
 - ii. Arizona Apprenticeship Office
 - iii. Phoenix Electrical JATC Apprenticeship
 - b. Apprenticeship expansion will be an area of focus in the coming years.

FY22 Objectives from a Partnership Perspective

- Public Schools/JTED's/Community Colleges
 - o Potentially piloting a healthcare-focused pathway involving public schools, Career and Technical Education Districts (CTED's), and Maricopa County Community Colleges.
 - o Develop new career pathways through WIOA focused on careers in the in-demand industries
 - o Potential Board Workgroup focusing on K-20 career pathways

- Regional Marketing Collaboration Progress
 - o Marketing exploration discussions with partners from the City of Phoenix and Pinal County
 - o Review bylaws to discuss opportunities for more global collaboration and partnerships

- Establish partnerships with Manufacturing and Construction Industry
 - o Include manufacturing and construction partners in strategic workforce discussions and planning future career pathways.
 - o Explore establishing and expanding internships, job shadowing, and apprenticeships in manufacturing and construction
 - o Create new joint agreements for recognizing industry-recognized credentials from partner educational institutions