



**NOTICE OF PUBLIC SPECIAL 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:

Wednesday, February 9, 2022 – 9:00 a.m.

<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. Consent Agenda.

For Possible Action.

The Committee 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 Committee asks to remove the item from the consent agenda.

a. Meeting Minutes: January 20, 2022*

5. Chairman Report.

Discussion Only.

6. Information/Discussion Only.

a. Strategic and Local Plans Workshop*

7. Call to Public.

8. Adjourn.

NEXT MCWDB EXECUTIVE COMMITTEE MEETING: MARCH 17, 2022

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.



Consent Agenda.

Meeting Minutes



MINUTES OF PUBLIC MEETING OF THE MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD
Executive Committee

Thursday, January 20, 2022 – 9:30 a.m.

<https://www.gotomeet.me/MaricopaCountyWDB>

Phone: +1 (872) 240-3212; Access Code/Meeting ID: 167-097-701

Members Present: Bonnie Schirato, Erik Cole, Matt McGuire, and Shawn Hutchinson
(Note: All members present attended via Microsoft Teams meeting)

Members Absent: Loren Granger

MEETING

Call to Order.

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

Roll Call.

MCWDB Board Liaison Deseret Romero took roll call. A quorum was present.

Welcome and Opening Remarks.

Chairman Matt McGuire welcomed the Executive Committee and guests. Chairman McGuire then provided a brief review of the Board’s vision, values, and goals.

Consent Agenda.

Meeting Minutes: November 18, 2021.

MCWDB FY22 2nd Quarter Report.

PY20 Data Validation.

2022 Board Recertification/Compliance Update.

Chairman McGuire asked for a motion to approve the Consent Agenda as presented. Bonnie Schirato made a motion; Shawn Hutchinson seconded the motion.

Chairman McGuire called for an all-in favor vote:

In Favor: Bonnie Schirato, Erik Cole, Matt McGuire, and Shawn Hutchinson

Opposed: None

Abstained: None

Motion passed.

Chairman Report.

Chairman McGuire noted this report or update would likely be recognized within the agenda items presented. Chairman McGuire also said that he continues to regularly meet with Assistant County Manager Lee Ann Bohn and MCWDB Executive Director Steve Clark.

Information/Discussion/Possible Action.

OSO Quarterly Report Presentation (YTD).

Maximus Project Director Gretchen Caraway provided an update on the OSO 2nd Quarter Report. The report highlights are listed below.

- OSO 2nd Quarter Progress update Overview
- OSO 2nd Quarter Highlights
 - o Regional System Delivery
- OSO Performance Areas
- OSO Performance Area Achievements and Progress
 - o Collaboration Efforts
 - o System Coordination
 - o System Access
 - o Customer Service
- 3rd Quarter OSO Planned Goals
- PY21-22 Needs Analysis Overview
- PY21-22 Needs Analysis Approach
- PY21-22 Needs Assessment
- PY21-22 Needs Analysis Timeline
- PY21-22 YTD Customer Referral Results
- 2nd Quarter OSO Administrative Requirements
- 2nd Quarter PY21 Budget Snapshot

Chairman McGuire inquired as to how the customer referral numbers could be improved.

Ms. Caraway noted the low traffic effects of the pandemic and that OSO would be working with the partners on how to improve the referral numbers.

Committee Member Erik Cole asked Ms. Caraway to let the Youth Committee know how they could additionally assist.

Committee Member Bonnie Schirato suggested that it may be helpful to see the year-over-year data for the customer referrals and inquired if the needs assessment analysis and recommendation would be presented to the Full Board in March.

Ms. Caraway noted that the needs assessment analysis and recommendation presentation would initially be presented to the Executive Committee and then the Full Board for approval. Ms. Caraway would work with MCWDB staff to ensure the presentation was ready by March.

Chairman McGuire suggested that targeted goals and points of comparison for the customer referrals would be helpful in future reports better understand the possible gaps.

Committee Member Shawn Hutchinson shared a similar experience with his apprenticeship program regarding a decline in applications. He would typically see 400-500 applications annually, whereas now, he sees around 100 applications due to the pandemic. Mr. Hutchinson commented on the Marketing and Outreach Committee's challenging role in identifying ways to market the workforce programs. In addition, Mr. Hutchinson noted that the mobile unit would be very effective, as we need to be going to the people, not waiting for them to come to us.

Ms. Caraway concurred on the solid potential impacts of the mobile unit.

Committee Member Cole offered to assist Ms. Caraway with the beta testing through his ASU youth program.

Chairman McGuire asked for a motion to approve the OSO Quarterly Report Presentation (YTD) as presented. Committee Member Erik Cole called for the motion to approve, seconded by Bonnie Schirato.

Chairman McGuire called for an all-in favor vote:

In Favor: Bonnie Schirato, Erik Cole, Matt McGuire, and Shawn Hutchinson

Opposed: None

Abstained: None

Motion passed.

Fiscal Reports.

Nicole Forbes, MCWDB Fiscal Agent, provided the Committee with a report on the Maricopa County FY22 WIOA (BTA) Budget to Actual.

Chairman McGuire inquired if there were concerns with the year-to-date (YTD) Adult underspending and the Dislocated Worker overspending?

Ms. Forbes noted that ideally, we would be at 50%; however, in her regular meetings with the Workforce Development Division, they are projected to spend 88% overall. Ms. Forbes additionally noted that she was not concerned at this point.

Workforce Development Division Assistance Director concurred with Ms. Forbes that they projected to spend 88% of their budget overall.

Ms. Forbes offered to include a forecast column in future Fiscal Reports.

Chairman McGuire thanked Ms. Forbes and agreed that a forecast would be helpful.

Chairman McGuire asked for a motion to approve the Fiscal Reports as presented. Committee Member Shawn Hutchinson called for the motion to approve, seconded by Bonnie Schirato.

Chairman McGuire called for an all-in favor vote:

In Favor: Bonnie Schirato, Matt McGuire, and Shawn Hutchinson*

Opposed: None

Abstained: None

Motion passed.

*It was noted that Committee Member Erik Cole stepped away.

BFY22 Fiscal Monitoring – WIOA Title 1B Program.

Nicole Forbes, MCWDB Fiscal Agent, provided the Committee with a brief review of the BY22 Fiscal Monitoring – WIOA Title 1B Program. The Department of Economic Security's formal notification letter of no findings was included in the meeting materials.

Chairman McGuire asked for a motion to approve the BY22 Fiscal Monitoring – WIOA Title 1B Program as presented. Committee Member Bonnie Schirato called for the motion to approve, seconded by Shawn Hutchinson.

Chairman McGuire called for an all-in favor vote:

In Favor: Bonnie Schirato, Matt McGuire, and Shawn Hutchinson

Opposed: None

Abstained: None

Motion passed.

MCWDB Staff Reorganization Progress Report.

MCWDB Executive Director Steve Clark and Assistant County Manager Lee Ann Bohn presented the Executive Committee with the MCWDB Staff Reorganization Report. The following highlights were presented.

- Reorganizational Process
- Maricopa County In-Demand Industries
- Current MCWDB Staff Structure
- Proposed New Position Overview – In-Demand Careers Pathway Strategist
- Proposed New Job Description
- Proposed MCWDB Staff Structure
- Maricopa County In-Demand Industries - Areas of Responsibility
- Timeline

In developing the new position, Ms. Bohn discussed the immediate urgency of addressing the vacant healthcare-related fields, however felt it was just as important to identify and focus on the other in-demand fields.

Chairman McGuire and Committee Members Hutchinson, Cole, and Schirato shared their strong support for the recommended new positions.

Chairman McGuire noted that Mr. Clark is currently working on the matrix for both positions.

Chairman McGuire asked for a motion to approve the MCWDB Staff Reorganization Report as presented. Committee Member Shawn Hutchinson called for the motion to approve, seconded by Bonnie Schirato.

Chairman McGuire called for an all-in favor vote:

In Favor: Bonnie Schirato, Erick Cole, Matt McGuire, and Shawn Hutchinson

Opposed: None

Abstained: None

Motion passed.

MCWDB FY22 Budget Amendment.

MCWDB Executive Director Steve Clark provided the Committee with a review of the presented MCWDB FY22 Budget Amendment, noting that the increases related specifically to the approved new staff positions, including salaries, benefits, travel, and technology.

Chairman McGuire asked for a motion to approve the MCWDB FY22 Budget Amendment as presented. Committee Member Bonnie Schirato called for the motion to approve, seconded by Shawn Hutchinson.

Chairman McGuire called for an all-in favor vote:

In Favor: Bonnie Schirato, Erick Cole, Matt McGuire, and Shawn Hutchinson

Opposed: None

Abstained: None

Motion passed.

MCWDB FY23 Budget Recommendation

MCWDB Executive Director Steve Clark provided the Committee with a review of the presented MCWDB FY23 Budget Recommendation, noting that the increases related specifically to the approved new staff positions, including salaries, benefits, travel, and technology.

Chairman McGuire asked for a motion to approve the MCWDB FY23 Budget Recommendation as presented. Committee Member Bonnie Schirato called for the motion to approve, seconded by Erik Cole.

Chairman McGuire called for an all-in favor vote:

In Favor: Bonnie Schirato, Erick Cole, Matt McGuire, and Shawn Hutchinson

Opposed: None

Abstained: None

Motion passed.

MCWDB FY2021-2022 Committee Roster Update.

Chairman McGuire introduced the MCWDB FY2021-2022 Committee Roster update with the following modifications.

- Addition of Sherie Steele to the Youth Committee
- Addition of Ismail Rangel to the Employer Connection Committee, replacing Christopher Tafoya

Chairman McGuire asked for a motion to approve the MCWDB FY2021-2022 Committee Roster as presented. Committee Member Erik Cole called for the motion to approve, seconded by Shawn Hutchinson.

Chairman McGuire called for an all-in favor vote:

In Favor: Bonnie Schirato, Erick Cole, Matt McGuire, and Shawn Hutchinson

Opposed: None

Abstained: None

Motion passed.

Informational/Discussion Only.

Labor Market Projections Presentation.

Workforce Development Division, Business Services Team Supervisor Kevin Dumcum provided a detailed presentation on the labor market projections. Below are the specific focus areas of Mr. Dumcum's presentation.

- **Current Labor Trends**
 - o Unemployment Rate
 - o Labor Force Participation Rate
 - o Job Openings and Labor Turnover Survey (JOLTS)
- **Employment Projections**
 - o Arizona Office of Economic Opportunity Data
 - o Employment Projections
 - o Local In-Demand Industries
 - o 2020 Industry Employment Estimates (Maricopa County LWDA In-Demand Industries)
 - o 2020 Industry Employment Estimates (Other Industries)
 - o In-Demand Industry Projections
 - o 2030 Industry Employment Projections (Maricopa County LWDA In-Demand Industries)
 - o 2030 Industry Employment Projections (Other Industries)

- Occupation Projections
- 2030 Projected Top Occupations (Overall)
- **Summary**

Chairman McGuire thanked Mr. Dumcum for his robust presentation and invited Mr. Dumcum to present to the Full Board to allow for a deeper overview and discussion on the presented projections.

Committee Member Schirato concurred with Chairman McGuire and inquired if the projections are taking into consideration remote work since the pandemic.

Mr. Dumcum noted the continuing conversation with the Arizona Office of Economic Opportunity (OEO) on details such as this; however, at this time, he did not have a clear response from the OEO.

Committee Member Hutchinson noted that previous OEO projection reports were found to be severely underestimated. This is of concern with the current projected workforce environment and preparing for those workforce needs. Mr. Hutchinson thanked Mr. Dumcum for his presentation.

Committee Member Cole additionally thanked Mr. Dumcum for his presentation and concurred with Ms. Schirato on the changing workforce environment due to the pandemic, inquiring if there are other sources (possibly federal) able of capturing where these changes are happening to assist with guidance on moving forward with the Full Board's approaches. Perhaps models or matrix that could be considered.

Mr. Dumcum noted that OEO does have access to deeper specific data and can work with OEO on this data to obtain the answers to these types of relevant questions. Including one of the issues related to those who are choosing to take early retirement and unlikely, they will be returning. It may take some time to see the final outcome but can continue to work with the OEO on these details.

Strategic and Local Plans Workshop.

Due to time Chairman McGuire requested that a special Executive Committee meeting be held to discuss the strategic and local plans in depth.

Partnership for Workforce Innovation CEO Trevor Stokes thanked Chairman McGuire and shared a few brief thoughts on the planning for the upcoming Strategic Plan discussion.

- Vision and Mission
- Three specific questions to be thinking about for the planning meeting.
 - Why do you serve on this Board?
 - What does the ideal MCWDB Full Board look like? (Describe the MCWDB Full Board in its ideal state.)
 - How can we close the gap to identify where we currently are and where we want to be?

Chairman McGuire requested that Ms. Romero work to coordinate a special Executive Committee meeting discussed.

Call to the Public.

Chairman McGuire made a call for public comment. Workforce Development Division (WDD) Assistant Director CJ Williams thanked Kevin Dumcum for his presentation and noted that WDD staff would be available for additional specialist presentations in the future.

Chairman McGuire agreed and would like to see these presentations continue to be presented to the Executive Committee.

Adjourn.

Chairman McGuire adjourned the meeting at 11.00 a.m.

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

DRAFT



Information/Discussion Only.

Strategic and Local Plans Workshop

The Maricopa County Workforce Development Board



**PARTNERSHIP FOR
WORKFORCE INNOVATION**

Making The World of Work Understandable

Strategic Planning Workshop



**PARTNERSHIP FOR
WORKFORCE INNOVATION**

Making The World of Work Understandable



Trevor Stokes

*CEO, The Partnership for Workforce
Innovation*

Maricopa County Workforce Board

– *Strategic Plan*

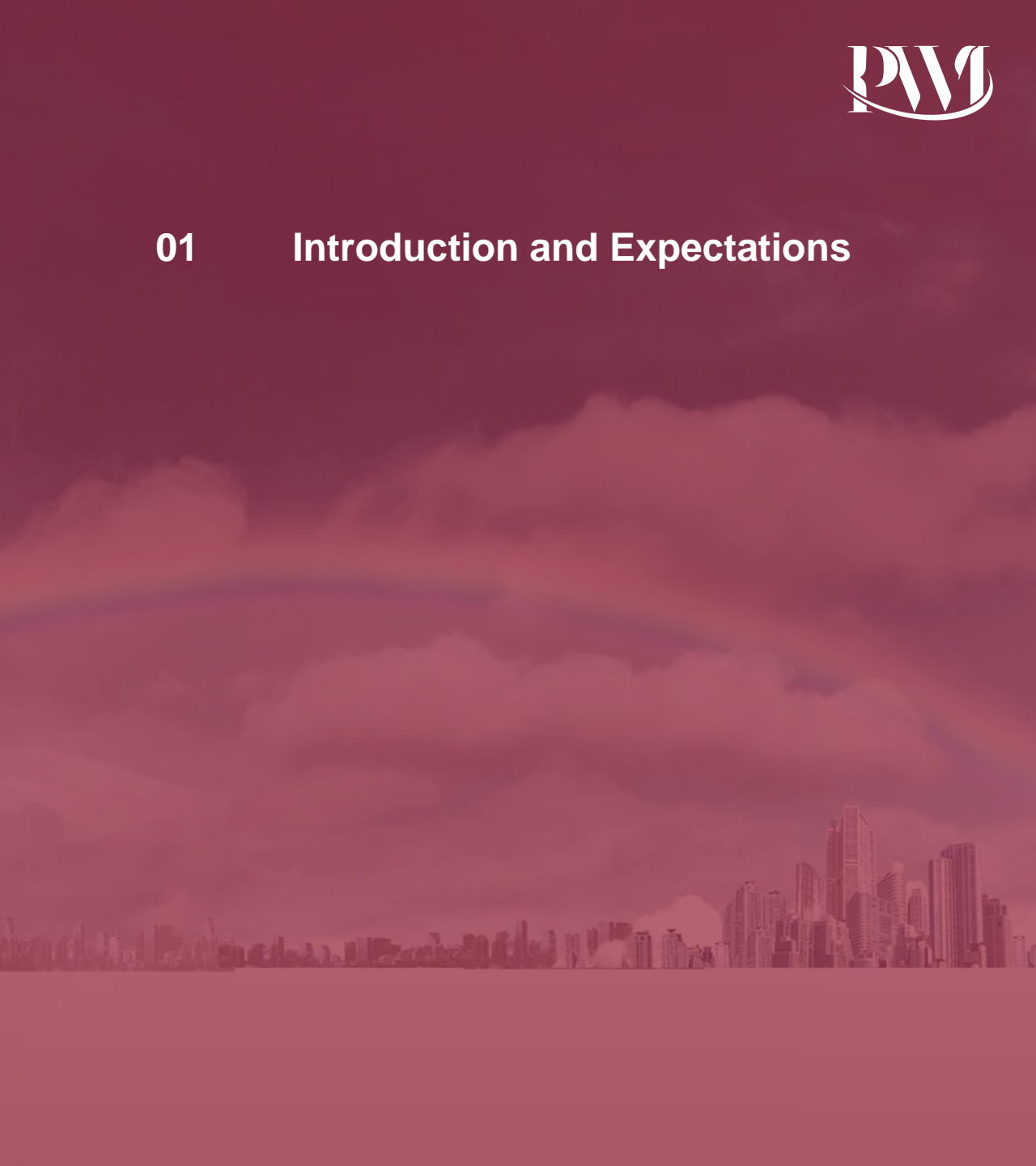


- 01 Introduction and Expectations
- 02 Establishing a Vision
- 03 Building a Work Plan
- 04 Project Standards and Protocols
- 06 Closing and Next Steps

Maricopa County Workforce Board – *Strategic Plan*



01 Introduction and Expectations



The Role of the Local Workforce Board

Local Workforce Development Boards

Chief Architects of the Workforce System

- **Strategist**
- **Convener**
- **Manager**
- **Optimizer**



Local Workforce Development Board Roles and Responsibilities

The Convener: *Bring partners together, align services and vision*

- Convene, collaborate, and host community conversations
- Build and nurture strong local partnerships with:
 - Business
 - Education
 - Economic Development
 - Non-traditional partnerships
 - Public and private research organizations
 - Organizations that support Entrepreneurship
 - Philanthropic Organizations
 - Financial Institutions
 - Business and Industry Associations



Local Workforce Development Board Roles and Responsibilities

The Strategist: Understanding Trends, Setting the Collective Vision

- Create an agile system that identifies and responds quickly to the needs of focus industries and populations
- Develop Talent Pipeline Strategies
- Fostering Innovation
 - *Promote proven and promising practices*
 - *Effective use of technology to streamline systems and processes*
 - *Testing New Models of Service Delivery*



Local Workforce Development Board Roles and Responsibilities

The Optimizer: Use Data to Drive Decisions, Continuous Improvement

- Timely and Accurate workforce Intelligence is critical
 - Analyzing available data sets
 - Developing tools to collect area-specific data
 - Feedback from Business, Economic Development, Education
- Continuous Improvement Plans
 - Performance Measures
 - Customer awareness and Satisfaction Measures
 - Cost and Efficiency Measures



Local Workforce Development Board Roles and Responsibilities

The Manager: Design and Manage Customer-Centered Service Delivery

- Design and Manage Customer-Centered Service Delivery
- Serve as Stewards of Federal and non-Federal Funds
- Hiring and Inspiring Talented Members



Introduction to the Strategic Planning Lifecycle



- 1. Vision Statement**
- 2. Mission Statement**
- 3. Values Statements**
- 4. Five Goals**
- 5. Strategies to achieve each goal**
- 6. Tactics within each strategy**
- 7. Metrics for each strategy**
- 8. Continuous improvement protocol**

- **Vision** is the world we want to see.
- **Mission** is a description of what we are going to do to get us to that vision.
- **Goals** are the improvements we want to see in the areas that fall within our mission.
- **Strategies** are the efforts we will make to bring the goals to reality.
- **Tactics** are the detailed components of the strategies to which we are committing.
- **Metrics** are the standards and mechanisms by which we will measure our success.
- **Evaluations** are a standard effort to analyze performance against our goals and supplement or revise goals and strategies

Today's Objectives and Outputs

- Draft Vision Statement
- Draft Mission Statement
- Workshop Report

Why Do You Serve on this Body?



Local Workforce Development Boards – Chief Architects of the Workforce System

Understanding that many of you already know each other.....

- Your organization(s)
- Your role(s)
- Tenure on the Maricopa County Workforce Development Board
- Your motivation for serving on this body

Maricopa County Workforce Board

– *Strategic Plan*



- 01 Introduction and Expectations
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Maricopa County Workforce Board – *Strategic Plan*



02 Establishing a Vision



**Describe the Maricopa
County Workforce Board
in its ideal state.**



**Describe the role of the
Maricopa County
Workforce Board in
making that vision a
reality.**



Maricopa County Workforce Board

– *Strategic Plan*



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Maricopa County Workforce Board – *Strategic Plan*



03 Building a Work Plan

Month	Day	Activity	Deliverable
January	18	HSD Team Meeting	Meeting report
	20	Executive Committee Meeting	Workshop report
	28		Draft Vision and Mission Statements
February	1	Email Update to Full Board	Project Update
	1	HSD Team Meeting	Meeting report
	4		Revised Draft Vision and Mission Statements
	15	HSD Team Meeting	Meeting report
	17	Full Board Meeting	<ul style="list-style-type: none"> • Presentation • Approval of Draft Vision and Mission Statements
March	1	HSD Team Meeting	Meeting report
	15	HSD Team Meeting	Meeting report
	17	Executive Committee Meeting	Workshop report
			<ul style="list-style-type: none"> • Values Survey Design • Table of Goals and Strategies • Evaluation Models
	29	HSD Team Meeting	Meeting report
April	21	Full Board Meeting	Presentation
May	19	Executive Committee Meeting	Workshop report
			Table of Tactics
			Continuous Improvement Protocols
June	16	Full Board Meeting	<ul style="list-style-type: none"> • Presentation • Approval of Final Strategic Plan

Month	Milestone
January	Draft Vision and Mission Statements
February	Revised Vision and Mission Statements
March	Values Survey Design
	Values Survey Report
	Table of Goals and Strategies
	Evaluation Models
April	Table of Tactics
May	Continuous Improvement Protocols
June	Final Plan

Maricopa County Workforce Board

– *Strategic Plan*



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Maricopa County Workforce Board – *Strategic Plan*



04 Project Standards and Protocols

Project Standards

- Inclusion
- Humility
- Impact
- Relevance

Project Protocols

- Communication
- Iterations
- Staff/Consultant
- Relevance

Maricopa County Workforce Board

– *Strategic Plan*



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Maricopa County Workforce Board – *Strategic Plan*



06 Closing and Next Steps



Next Steps

- Team Meetings
- Workshops
- Drafts
- Revisions
- Presentations



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