



**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, April 21, 2022 – 9:30 a.m.**

<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.

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2. Roll Call.

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3. Chair Report.

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4. Welcome and Opening Remarks.

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5. Community Impact Statements.

- a. MCWDB Success Story\*
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6. 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: February 17, 2022\*
  - b. Fiscal Reports\*
  - c. 2022 Title IA Governance Monitoring Letter – 1<sup>st</sup> Quarter\*
  - d. MCWDB Executive Director Report\*
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7. Committee Reports.

- a. Executive Committee Update
  - b. Youth Committee Update
  - c. Marketing and Outreach Committee Update
  - d. Employer Connection Committee Update
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*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.*

**8. Information/Discussion/Possible Action.**

- a. MCWDB Executive Committee
    - i. One-Stop Operator Contract Extension
    - ii. One-Stop Operator Procurement
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**9. Information/Discussion Only.**

- a. Strategic Plan Update\*
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**10. Call to the Public.**

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**11. Adjourn.**

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**NEXT MEETING: JUNE 16, 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.*



# Community Impact Statements.

MCWDB Success Story



## Success Story

Participant Name: Nadia Bastos-Facciolla

Month/Year: 3/2022

Career Advisor: Betsy Nelson



Nadia came to Maricopa County Arizona@Work for an opportunity to apply for WIOA grant assistance to attend Phoenix Electrical JATC (PEJATC) a 4-year program. Nadia was out of work when she applied for the grant and was receiving Nutritional assistance. Nadia is living with her family and was struggling to find a job during COVID 19. She relocated from New York and applied to PEJATC and was accepted to start the Fall 2021 semester. She said she has always been interested in construction, her stepfather was a plumber, but she wanted to do something that was a bit “riskier” that involved making decisions under pressure. Her sister was the one who encouraged her to apply for the electrical

apprenticeship opportunity because her sister is also attending an Electrical Apprenticeship school in New York.

CA met with Nadia on: 6/7/2021 to complete her eligibility enrollment. She was approved for the WIOA grant for her Fall 2021 and Spring 2022 semesters (1<sup>st</sup> year) at Phoenix Electrical JATC. The WIOA grant was able to assist her with her 1<sup>st</sup> semester: Tuition/books/toolkit and FR shirts required at the training program. She was successful in obtaining gainful employment with Oregon Electric Group (OEG), where she is currently employed. She is working full time as an Electrician Apprentice now earning \$19.80 per hour working 50 hours per week. Nadia is currently working in the Pre-Fabrication shop at Intel in Chandler, Az. Nadia was successful in her Fall 2021 semester receiving an 86% and is now attending her 2<sup>nd</sup> semester with PEJATC. She said she has passed all her exams and is submitting all her coursework timely. The WIOA grant was able to assist her with her 2<sup>nd</sup> semester: Tuition and Books. Nadia reached out to CA requesting assistance to obtain work boots and was unable to afford them due to financial hardship. CA assisted Nadia to obtain work boots that she needed for work. Nadia requested supportive services for work boots and received them in December to be able to perform her work safely on the jobsite.

Nadia started her 2<sup>nd</sup> semester at PEJATC on: 1/17/2022 with Phoenix Electrical JATC that will be ending: 6/3/2022. She continues to work full time with her employer and received her first wage increase in February. CA provided Nadia with a scholarship opportunity for Women in Construction, and she has since applied for multiple scholarships and awaiting the outcomes. If eligible for this scholarship she will be able to use the money for future years at her training program. Nadia was introduced by CA to NAWIC local #98 chapter and Nadia is very interested in becoming a member to learn more about women in the Construcion Industry and hearing more about career pathways and how to overcome adversity. Nadia is no longer in need of food assistance and has been able to become more independent because of the WIOA grant assistance. When asked what do you want to do with yourself in the next few years: Nadia stated that she is very interested in Waste Water Treatment and maintaining the electrical/motors, etc. within these large plants.



# Consent Agenda.

Meeting Minutes

MINUTES OF PUBLIC MEETING OF THE MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD

Thursday, February 17, 2022 – 9:30 a.m.

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

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

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**Members Present:** Angela Creedon, Bonnie Schirato, Christine Colon, Erik Cole, Gregg Ghelfi, Ismial Rangel, Jason Walker, Leah Hill, Loren Granger, Matt McGuire, Scott Holman, Scott Sudhalter, Shawn Hutchinson, Subhash Chandra  
(Note: All members present attended via Microsoft Teams)

**Members Absent:** Brent Downs, Collin Stewart, Marcia Veidmark, Matthew Clark, Stan Chavira, Tina Drews

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MEETING

**Call to Order.**

Chairman Matt McGuire called the meeting to order at 9:32 a.m. and requested roll call.

**Roll Call.**

MCWDB Board Liaison Deseret Romero took the roll call. A quorum was not present.

**Welcome and Opening Remarks.**

Chairman Matt McGuire welcomed everyone to the meeting.

Chairman McGuire then briefly reviewed the Board's vision, values, and goals.

**Community Impact Statements.**

**MCWDB Success Story**

Workforce Development Division Career Advisor Nicole Higdon shared the youth success story of Edward.

**Consent Agenda.**

- a. Meeting Minutes: December 16, 2021
- b. Fiscal Reports
- c. MCWDB Executive Director Report
- d. MCWDB FY22 2<sup>nd</sup> Quarter Report
- e. PY20 Data Validation
- f. 2022 Board Recertification/Compliance Update
- g. One-Stop Operator Quarterly Report
- h. BYY22 Fiscal Monitoring – WIOA Title 1B Program
- i. MCWDB FY2021-2022 Committee Roster Update

MCWDB Chairman McGuire asked for a motion to approve consent agenda items. Noting a correction to the meeting summary (recognizing Scott Holman in attendance). Bonnie Schirato made a motion; Gregg Ghelfi seconded the motion.

**All in favor vote held:**

**In favor:** Bonnie Schirato, Christine Colon, Erik Cole, Gregg Ghelfi, Ismial Rangel, Jason Walker, Leah Hill, Loren Granger, Matt McGuire, Scott Holman, Scott Sudhalter, Subhash Chandra

**Opposed:** None

**Abstained:** None

Motion passed.

**Chairman Report.**

MCWDB Chairman McGuire noted Maricopa County’s recent recognition by President Biden at the recent NACO conference. The following audio from President Biden’s speech was heard.

*... “This is only the beginning. Hundreds of billions in new investments are on the way. Now it’s time for the counties to get ready. You don’t have to wait until the projects are started. You can use the resources from the American Rescue Plan now.*

*You’re going to need welders, pipefitters, advanced manufactures ready to take on those jobs. And it takes training to do those jobs well, and that why union workers are the best in the world, because they actually get the job done cheaper because they don’t waste any time.*

*But you can start – I know you all know, but you can start those Rescue Plan funds now by building pathways to better jobs through union-based apprentice programs and on-the-job training. Like you know, Maricopa County in Arizona, where they’re using American Rescue Plan funds to help young workers develop in-demand technical skills so you know what the country is going to need. Community colleges are doing it as well. “...*

MCWDB Executive Director congratulated the Workforce Development Division’s (WDD) apprenticeship program staff on their continually recognized apprenticeship program. Mr. Clark also recognized MCWDB Board Member Shawn Hutchinson and his electrical apprenticeship program noting the importance of such programs for the in-demand workforce needs.

WDD Assistant Director CJ Williams recognized WDD Program Manager Deb Furlong who leads the WDD apprenticeship program. Ms. Furlong noted her appreciation of Maricopa County’s leadership who encourages the development and growth of the program and the wonderful staff that make the program possible. Ms. Furlong shared the importance of the program’s team effort.

Chairman McGuire thanked Ms. Furlong and the WDD staff for their hard work and encouraged them to engage with the Board on any way the Board could assist them with their continued development.

**Committee Reports.**

**Executive Committee.**

Chairman McGuire briefly noted the Committee’s recent Strategic Plan Workshop and the encouraging progress. Chairman McGuire kept his comments brief as Partnership for Workforce Innovation, CEO Trevor Stokes would be sharing a more detailed report later in the meeting. Chairman McGuire also noted that the Executive Committee meetings were open to the whole Board if they wished to participate in the Strategic Plan discussion.



### Youth Committee.

Youth Committee Chairman Erik Cole noted the Committee's recent discussions on the following items.

- Strategic Plan
- Opportunities and how to build the Youth Committee's foundation
- New Youth Committee Member
- Conversations with community partners on involvement with the Youth Committee
- Receiving feedback on marketing, connecting with young clients, and spreading the word on all available programs

### Marketing and Outreach Committee

Marketing and Outreach Committee Chairman Gregg Ghelfi summarized the Committee's recent discussion, including.

- Presentation by Amy Bolton with Human Services Communications
- Consistency in message and marketing

Chairman McGuire recognized the importance of marketing moving forward, with educating the community of the services available.

### Employer Connection Committee.

Employer Connection Committee Chair Leah Hill highlighted the following discussion points of the Committee's recent meeting.

- Current State of Workforce
  - Resignations
  - New Hires
  - Remote Work
  - Other incentives
- Generating New Ideas for the Workforce System
- Board Member Businesses working with ARIZONA@WORK
- Identifying Outreach Priorities
- Service Provider Update (CJ Williams and Tina Russo)

### Informational/Discussion/Possible Action.

- a. MCWDB Board Acceptance of Resignation by MCWDB Member Collin Stewart.

Chairman McGuire informed the Board of MCWDB Member Collin Stewart's recent submission of his resignation and noted his offer to assist the Board with his replacement.

MCWDB Chairman McGuire asked for a motion to accept the resignation by MCWDB Member Collin Stewart. Gregg Ghelfi made a motion; Bonnie Schirato seconded the motion.

#### **All in favor vote held:**

**In favor:** Bonnie Schirato, Christine Colon, Erik Cole, Gregg Ghelfi, Ismial Rangel, Jason Walker, Leah Hill, Loren Granger, Matt McGuire, Scott Holman, Scott Sudhalter, Shawn Hutchinson, Subhash Chandra

**Opposed:** None

**Abstained:** None

Motion passed.

Chairman McGuire noted that a letter of appreciation would be sent to Collin Stewart for his service to the Board.

b. MCWDB Executive Committee

i. MCWDB Staff Reorganization Progress Report\*

MCWDB Executive Director Steve Clark presented the MCWDB Board with a MCWDB Staff Reorganization Progress Report outlining the addition of the In-Demand Careers Pathway Strategist position for the Board's consideration.

Chairman McGuire thanked Mr. Clark for the foresight of the positions and inquired as to the next steps.

Mr. Clark discussed the importance of the recent Board approval of the Healthcare Careers Pathway Strategist position to enhance and accelerate the healthcare industry workforce, while also noting the additional importance of the remaining in-demand careers. Mr. Clark also noted the importance of keeping an open mind as we continue to navigate through the current workforce environment.

MCWDB Chairman McGuire asked for a motion to approve the MCWDB Staff Reorganization Progress Report as presented. Shawn Hutchinson made a motion; Erik Cole seconded the motion.

**All in favor vote held:**

**In favor:** Angela Creedon, Bonnie Schirato, Christine Colon, Erik Cole, Gregg Ghelfi, Ismial Rangel, Jason Walker, Leah Hill, Loren Granger, Matt McGuire, Scott Holman, Scott Sudhalter, Shawn Hutchinson, Subhash Chandra

**Opposed:** None

**Abstained:** None

Motion passed.

ii. MCWDB FY22 Budget Amendment\*

MCWDB Executive Director Steve Clark presented the MCWDB Board with the MCWDB FY22 Budget Amendment for their consideration. Mr. Clark noted the modifications focused on the increases related to the two new Strategist position salaries, indirect costs, travel, and necessary equipment.

MCWDB Chairman McGuire asked for a motion to approve the MCWDB FY22 Budget Amendment as presented. Shawn Hutchinson made a motion; Bonnie Schirato seconded the motion.

**All in favor vote held:**

**In favor:** Angela Creedon, Bonnie Schirato, Christine Colon, Erik Cole, Gregg Ghelfi, Ismial Rangel, Jason Walker, Leah Hill, Loren Granger, Matt McGuire, Scott Holman, Scott Sudhalter, Shawn Hutchinson, Subhash Chandra

**Opposed:** None

**Abstained:** None

Motion passed.

iii. MCWDB FY23 Budget Recommendation\*

MCWDB Executive Director Steve Clark presented the MCWDB Board with the MCWDB FY23 Budget Recommendation for their consideration. Mr. Clark noted the increases related to the two new Strategist position salaries, indirect costs, travel, and necessary equipment.

MCWDB Chairman McGuire asked for a motion to approve the MCWDB FY23 Budget Recommendation as presented. Jason Walker made a motion; Leah Hill seconded the motion.

**All in favor vote held:**

**In favor:** Angela Creedon, Bonnie Schirato, Christine Colon, Erik Cole, Gregg Ghelfi, Ismial Rangel, Jason Walker, Leah Hill, Loren Granger, Matt McGuire, Scott Holman, Scott Sudhalter, Shawn Hutchinson, Subhash Chandra

**Opposed:** None

**Abstained:** None

Motion passed.

c. Title 1B 2<sup>nd</sup> Quarter Report\*

Workforce Development Division Assistant Director CJ Williams presented the MCWDB Board with the Title 1B 2<sup>nd</sup> Quarter Report. The following are highlights of the report.

- Program Participation
  - Adult (PY20 2,221 / PY21 2,646)
  - Dislocated Worker (PY20 338 / PY21 338)
  - Youth (PY20 608 / PY21 772)
  - Total (PY20 3,167 / PY21 3,756)
  
- Training Service Participation
  - Adult (PY20 1,009 / PY21 1,157)
  - Dislocated Worker (PY20 159 / PY21 173)
  - Youth (PY20 291 / PY21 383)
  - Total (PY20 1,459 / PY21 1,713)
  
- Employers Served  
(PY20 349 / PY21 480)
  
- Employer Services  
(PY20 1,240 / PY21 1,827)
  
- 2<sup>nd</sup> Quarter Placement Rate
  - Adult (Target 71.40% / Maricopa 67.83%)
  - Dislocated Worker (Target 77.00% / Maricopa 68.57%)
  - Youth (Target 75.00% / Maricopa 65.44%)
  
- 4<sup>th</sup> Quarter Placement Rate
  - Adult (Target 67.50% / Maricopa 60.31%)
  - Dislocated Worker (Target 71.30% / Maricopa 75.00%)
  - Youth (Target 67.80% / Maricopa 54.22%)
  
- Median Earnings
  - Adult (Target \$7,158.00 / Maricopa \$8,407.35)
  - Dislocated Worker (Target \$8,795.00 / Maricopa \$12,038.73)
  - Youth (Target \$4,500.00 / Maricopa \$5,604.63)
  
- Credential Attainment Rate
  - Adult (Target 74.80% / Maricopa 77.14%)
  - Dislocated Worker (Target 79.70% / Maricopa 75.00%)
  - Youth (Target 59.00% / Maricopa 76.92%)
  
- Measurable Skill Gains
  - Adult (Target 59.20% / Maricopa 26.64%)
  - Dislocated Worker (Target 50.00% / Maricopa 16.67%)

- Youth (Target 52.80% / Maricopa 24.42%)

### Information/Discussion Only.

#### a. Strategic Plan Update.\*

Trevor Stokes, CEO for Partnership for Workforce Innovation, provided a brief update on the recent MCWDB Executive Committee Strategic Planning Workshop. The following are highlights of the Strategic Planning Workshop.

- Workforce Board Role Overview
- Strategic Planning Process Overview
- Discussion Questions
  - Why do you serve on this board?  
Responses Included: To make a difference; Importance of connecting job seeker to employer; importance of identifying gaps
  - Describe the Maricopa County Workforce Development Board in its ideal state.  
Responses Included: Diverse board to build relationships; Becoming to go to source for workforce needs; Innovative and proactive
  - Describe the role of the Maricopa County Workforce Development Board in making that vision a reality.  
Responses Included: Committee action; building relationships; marketing strategy; focus on future workforce needs (technology)

Mr. Stokes noted that the next strategic planning workshop will be held at the next Executive Committee meeting and that reports will be provided to the Board as more updates become available.

Chairman McGuire noted that all MCWDB Board members were invited to attend the Executive Committee meetings if they wish to participate in the strategic planning workshops.

#### b. Labor Market Projections Presentation.\*

Kevin Dumcum, WDD Business Services Team Supervisor presented to the MCWDB Board on the current Labor Market Projections. The following are highlight of Mr. Dumcum's presentation.

#### Current Labor Trends

- Unemployment Rate
  - Local Area: 2.4% (December)
  - Arizona: 4.1% (December)
- Labor Force Participation Rate
  - United States: 61.9%
  - Arizona: 60.3%
- Job Openings and Labor turnover Survey
  - Openings: 10,925
  - Hires: 6,263
  - Quits: 4,338
  - Layoffs: 1,169

#### Employment Projections: Industry

- Expected Growth: 36% (1,611,109)
- In-Demand Industries: 50 % increase by 2030

#### Employment Projections: Occupation

Chairman McGuire thanked Mr. Dumcum for his report and inquired as to the estimated timeline for the new wave job seekers.

Mr. Dumcum noted that the wave is here and that the next wave will follow soon. Companies are looking to hire now, some are scheduling 1-year trainings, with the those able to fill the positions in 2023 and then 2024. In addition, as the economic growth continues, the wave will continue into the subsequent years.

MCWDB Board Member Bonnie Schirato inquired about Mr. Dumcum's possible insight into the effects not just on consumer inflation but production inflation of job creation.

Mr. Dumcum noted his experience with manufacturing companies accelerating their automation, which reduces the workforce but modifies the need for those skilled labors. Important to identify those skilled labors to ensure we are ahead of the curve.

Chairman McGuire thanked Mr. Dumcum for his presentation as the information will continue to assist the Board with their strategic planning process.

**Call to the Public.**

MCWDB Chairman McGuire made a call for public comment.

*Christine Niven, Director of the Mesa Adult Education Program*

Ms. Niven noted her comments are representing the adult education 9 providers within Maricopa County. Ms. Niven noted Title II MCWDB Board member Jason Walker. Ms. Niven shared the roles and responsibilities of the Title II program and shared the list of 9 adult education providers in Maricopa County. Ms. Niven recognized the available Title II Set-aside funding and encouraged the development and regional (City of Phoenix) use of an electronic referral system that enables co-enrollment. This allows for the client to receive all available services from all title partners.

*Elizabeth "E" Cole, Director of Outreach and Partnership at Rio Salado College*

Ms. Cole shared a Title II success story between Rio Salado and Phoenix Community College. This partnership has created a medical administrative assistants' program for adult education. The partnership allows students to finish their high school equivalency and start training as a medical administrative assistant. This workforce program allows students to obtain their first industry credential at the end of the first semester and obtain an entry level position within the industry. The program allows the opportunity for the student to continue to earn additional industry credentials, associates degrees and transfers to universities to obtain a bachelor's degree. Thus far 20 students have been able to complete the medical administrative assistant program. Ms. Cole thanked the Title 1B staff for their partnership.

Chairman McGuire thanked the Ms. Niven and Ms. Cole for their comments.

**Adjourn.**

MCWDB Chairman McGuire adjourned the MCWDB meeting at 11:08 a.m.

*\*For additional information, contact MCWDB staff at: [MCWDB@maricopa.gov](mailto:MCWDB@maricopa.gov)*



# Consent Agenda.

Fiscal Reports



# Maricopa County FY2022 WIOA (BTA) Budget to Actuals

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APRIL 21, 2022

WIOA FISCAL AGENT-NICOLE FORBES

# FY22 WIOA Budget to Actual

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## **Title 1 B Approved Budget \$22,057,750**

- In FY22 at minimum \$15,757,336 must be Expended By June 30, 2022  
88% Expended as of March 31, 2022

## **Service Provider(WDD) = \$21,210,296**

Expended YTD as of March 31, 2022  
\$ 14,203,922

## **WDB Approved Budget= \$ 1,006,980**

Expended YTD as of March 31, 2022  
\$ 528,942



# WIOA

## Funding by Category

| Fiscal Year 07/01-06/30/2022           |                            |                                |             |                   |            |                      |
|--|----------------------------|--------------------------------|-------------|-------------------|------------|----------------------|
| FY22 Service Provider (WDD)            |                            |                                |             |                   |            |                      |
|  | FY22<br>Approved<br>Budget | YTD FY22<br>AS OF<br>3/31/2022 | % Spent YTD | Forecast          | % Forecast | Balance<br>Remaining |
| Roll Up                                |                            |                                |             |                   |            |                      |
| ADULT                                  | 13,898,007                 | 8,460,696                      | 61%         | 12,399,222        | 89%        | 1,498,785            |
| DW                                     | 926,266                    | 1,321,470                      | 143%        | 1,321,470         | 143%       | (395,204)            |
| YOUTH                                  | 6,386,023                  | 4,421,756                      | 69%         | 5,791,152         | 91%        | 594,871              |
| <b>Total</b>                           | <b>21,210,296</b>          | <b>14,203,922</b>              | <b>67%</b>  | <b>19,511,844</b> | <b>92%</b> | <b>1,698,452</b>     |
|  |                            |                                |             |                   |            |                      |
| Fiscal Year 07/01-06/30/2022           |                            |                                |             |                   |            |                      |
| FY22 Workforce Development Board (WDB) |                            |                                |             |                   |            |                      |
|  | FY22<br>Approved<br>Budget | YTD FY22<br>AS OF<br>3/31/2022 | % Spent YTD | Forecast          | % Forecast | Balance<br>Remaining |
| Roll Up                                |                            |                                |             |                   |            |                      |
| ADULT                                  | 725,026                    | 380,838                        | 53%         | 638,109           | 88%        | 86,917               |
| DW                                     | 90,628                     | 47,605                         | 53%         | 79,764            | 88%        | 10,864               |
| YOUTH                                  | 191,326                    | 100,499                        | 53%         | 168,390           | 88%        | 22,936               |
| <b>Total</b>                           | <b>1,006,980</b>           | <b>528,942</b>                 | <b>53%</b>  | <b>886,263</b>    | <b>88%</b> | <b>120,717</b>       |



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# QUESTIONS?

Contact Information:  
[Nicole.Forbes@Maricopa.gov](mailto:Nicole.Forbes@Maricopa.gov)

THANK YOU FOR YOUR TIME.



**WORKFORCE DEVELOPMENT BOARD  
BUDGET FY 2022  
YTD March 2022  
UNIT 2250**

| <b>WDB-FY22</b>                    | <b>BUDGET</b>    | <b>JUL</b>    | <b>AUG</b>    | <b>SEP</b>    | <b>OCT</b>    | <b>NOV</b>    | <b>DEC</b>    | <b>JAN</b>    | <b>FEB</b>    | <b>MAR</b>     | <b>APR</b>    | <b>MAY</b>    | <b>JUN</b>    | <b>13th close out</b> | <b>YTD EXPENDED</b> | <b>FORECAST</b> | <b>BALANCE</b> | <b>YTD % EXPENDED</b> |
|------------------------------------|------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|-----------------------|---------------------|-----------------|----------------|-----------------------|
| <b>TOTAL COSTS</b>                 | <b>1,006,980</b> | <b>11,314</b> | <b>56,145</b> | <b>54,175</b> | <b>38,620</b> | <b>48,939</b> | <b>75,187</b> | <b>79,718</b> | <b>32,575</b> | <b>132,269</b> | <b>63,803</b> | <b>64,802</b> | <b>64,802</b> | <b>172,564</b>        | <b>528,942</b>      | <b>886,273</b>  | <b>107,458</b> | <b>53%</b>            |
| <b>Fund - 222</b>                  | <b>BUDGET</b>    | <b>JUL</b>    | <b>AUG</b>    | <b>SEP</b>    | <b>OCT</b>    | <b>NOV</b>    | <b>DEC</b>    | <b>JAN</b>    | <b>FEB</b>    | <b>MAR</b>     | <b>APR</b>    | <b>MAY</b>    | <b>JUN</b>    | <b>13th close out</b> | <b>YTD EXPENDED</b> | <b>FORECAST</b> | <b>BALANCE</b> | <b>YTD % EXPENDED</b> |
| <b>PERSONNEL</b>                   |                  |               |               |               |               |               |               |               |               |                |               |               |               |                       |                     |                 |                |                       |
| REGULAR SALARIES                   | 373,090          | 7,443         | 40,114        | 23,852        | 11,926        | 21,683        | 22,388        | 22,438        | 22,437        | 56,772         | 38,430        | 39,111        | 39,111        |                       | 229,052             | 345,704         | 27,386         | 61%                   |
| <b>TOTAL PERSONNEL</b>             | <b>373,090</b>   | <b>7,443</b>  | <b>40,114</b> | <b>23,852</b> | <b>11,926</b> | <b>21,683</b> | <b>22,388</b> | <b>22,438</b> | <b>22,437</b> | <b>56,772</b>  | <b>38,430</b> | <b>39,111</b> | <b>39,111</b> | <b>-</b>              | <b>229,052</b>      | <b>345,704</b>  | <b>27,386</b>  | <b>61%</b>            |
| <b>FRINGE BENEFITS</b>             |                  |               |               |               |               |               |               |               |               |                |               |               |               |                       |                     |                 |                |                       |
| TAXES                              | 28,542           | 558           | 3,011         | 1,799         | 898           | 1,648         | 1,499         | 2,063         | 1,876         | 4,250          | 2,940         | 2,992         | 2,992         |                       | 17,603              | 26,527          | 2,015          | 62%                   |
| RETIREMENT                         | 46,300           | 930           | 4,978         | 2,960         | 1,480         | 2,643         | 2,778         | 2,785         | 2,599         | 7,045          | 4,769         | 4,854         | 4,854         |                       | 28,199              | 42,675          | 3,625          | 61%                   |
| MEDICAL                            | 68,160           | 2,272         | 6,816         | 4,544         | 4,544         | 2,272         | 4,544         | 4,544         | 4,544         | 8,520          | 5,680         | 5,680         | 5,680         |                       | 42,600              | 59,640          | 8,520          | 63%                   |
| UNEMPLOYMENT & WORKERS' COMP       | 2,234            | -             | 372           | 186           | 186           | 186           | 186           | -             | 186           | 186            | 186           | 186           | 186           |                       | 1,489               | 2,048           | 186            | 67%                   |
| TUITION REIMBURSEMENT              | 5,250            | -             | -             | -             | -             | -             | -             | -             | -             | -              | -             | -             | -             |                       | -                   | -               | 5,250          | 0%                    |
| <b>TOTAL FRINGE BENEFITS</b>       | <b>150,487</b>   | <b>3,760</b>  | <b>15,178</b> | <b>9,490</b>  | <b>7,108</b>  | <b>6,749</b>  | <b>9,008</b>  | <b>9,392</b>  | <b>9,205</b>  | <b>20,002</b>  | <b>13,575</b> | <b>13,712</b> | <b>13,712</b> | <b>-</b>              | <b>89,891</b>       | <b>130,890</b>  | <b>19,597</b>  | <b>60%</b>            |
| <b>INDIRECT COSTS</b>              |                  |               |               |               |               |               |               |               |               |                |               |               |               |                       |                     |                 |                |                       |
| INDIRECT COSTS                     | 115,068          | -             | -             | 14,762        | 11,586        | -             | -             | 20,348        | -             | 13,752         | 11,545        | 11,727        | 11,727        |                       | 60,448              | 95,446          | 19,622         | 53%                   |
| <b>TOTAL INDIRECT COSTS</b>        | <b>115,068</b>   | <b>-</b>      | <b>-</b>      | <b>14,762</b> | <b>11,586</b> | <b>-</b>      | <b>-</b>      | <b>20,348</b> | <b>-</b>      | <b>13,752</b>  | <b>11,545</b> | <b>11,727</b> | <b>11,727</b> | <b>-</b>              | <b>60,448</b>       | <b>95,446</b>   | <b>19,622</b>  | <b>53%</b>            |
| <b>TRAVEL &amp; TRAINING</b>       |                  |               |               |               |               |               |               |               |               |                |               |               |               |                       |                     |                 |                |                       |
| TRAVEL                             | 30,000           | -             | -             | -             | -             | -             | -             | 14,001        | 478           | 657            | -             | -             | -             |                       | 15,136              | 15,136          | 14,864         | 50%                   |
| <b>TOTAL TRAVEL &amp; TRAINING</b> | <b>30,000</b>    | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>14,001</b> | <b>478</b>    | <b>657</b>     | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>              | <b>15,136</b>       | <b>15,136</b>   | <b>14,864</b>  | <b>50%</b>            |
| <b>SUPPLIES</b>                    |                  |               |               |               |               |               |               |               |               |                |               |               |               |                       |                     |                 |                |                       |
| OFFICE SUPPLIES                    | 4,500            | -             | -             | 464           | (15)          | 20            | -             | -             | 202           | 126            | -             | -             | -             |                       | 797                 | 797             | 3,703          | 18%                   |
| FOOD                               | 1,000            | -             | -             | -             | -             | -             | -             | -             | -             | -              | -             | -             | -             |                       | -                   | -               | -              | -                     |
| NON CAPITOL EQUIPMENT              | 25,500           | -             | -             | -             | 4,269         | 12,748        | -             | 255           | -             | -              | -             | -             | -             |                       | 17,272              | 17,272          | 8,228          | 68%                   |
| POSTAGE                            | 50               | -             | -             | -             | -             | -             | -             | -             | -             | -              | -             | -             | -             |                       | -                   | -               | 50             | 0%                    |
| <b>TOTAL SUPPLIES</b>              | <b>31,050</b>    | <b>-</b>      | <b>-</b>      | <b>464</b>    | <b>4,254</b>  | <b>12,768</b> | <b>-</b>      | <b>255</b>    | <b>202</b>    | <b>126</b>     | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>              | <b>18,069</b>       | <b>18,069</b>   | <b>11,981</b>  | <b>58%</b>            |
| <b>CONTRACTUAL</b>                 |                  |               |               |               |               |               |               |               |               |                |               |               |               |                       |                     |                 |                |                       |
| ONE STOP OPERATOR                  | 197,036          | -             | -             | 3,395         | -             | 7,739         | 43,791        | 12,778        | -             | 27,709         | -             | -             | -             | 101,624               | 95,411              | 197,036         | -              | 48%                   |
| CONSULTANT                         | 90,000           | -             | -             | -             | -             | -             | -             | -             | -             | 12,998         | -             | -             | -             | 64,940                | 12,998              | 77,938          | 12,062         | 14%                   |
| <b>TOTAL CONTRACTUAL</b>           | <b>287,036</b>   | <b>-</b>      | <b>-</b>      | <b>3,395</b>  | <b>-</b>      | <b>7,739</b>  | <b>43,791</b> | <b>12,778</b> | <b>-</b>      | <b>40,707</b>  | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>166,564</b>        | <b>108,409</b>      | <b>274,974</b>  | <b>12,062</b>  | <b>38%</b>            |
| <b>OPERATING SERVICES</b>          |                  |               |               |               |               |               |               |               |               |                |               |               |               |                       |                     |                 |                |                       |
| ASSOCIATION/MEMBERSHIPS            | 8,000            | -             | 600           | 2,214         | 3,240         | -             | -             | -             | -             | -              | -             | -             | -             |                       | 6,054               | 6,054           | 1,946          | 76%                   |
| MARKETING                          | 2,000            | -             | -             | -             | -             | -             | -             | -             | -             | -              | -             | -             | -             |                       | -                   | -               | -              | 0%                    |
| LABOR MARKET                       | 1,000            | -             | -             | -             | -             | -             | -             | -             | -             | -              | -             | -             | -             |                       | -                   | -               | -              | 0%                    |
| PRINTING (COPIER)                  | 6,000            | -             | -             | -             | -             | -             | -             | -             | -             | -              | -             | -             | -             | 6,000                 | -                   | 6,000           | -              | 0%                    |
| CELL PHONES/LAND LINES             | 3,250            | 111           | 253           | -             | 506           | -             | -             | 506           | 253           | 253            | 253           | 253           | 253           |                       | 1,882               | 2,641           | 609            | 58%                   |
| <b>TOTAL OPERATING SERVICES</b>    | <b>20,250</b>    | <b>111</b>    | <b>853</b>    | <b>2,214</b>  | <b>3,746</b>  | <b>-</b>      | <b>-</b>      | <b>506</b>    | <b>253</b>    | <b>253</b>     | <b>253</b>    | <b>253</b>    | <b>253</b>    | <b>6,000</b>          | <b>7,937</b>        | <b>6,054</b>    | <b>1,946</b>   | <b>39%</b>            |
| <b>TOTAL COSTS</b>                 | <b>1,006,980</b> | <b>11,314</b> | <b>56,145</b> | <b>54,175</b> | <b>38,620</b> | <b>48,939</b> | <b>75,187</b> | <b>79,718</b> | <b>32,575</b> | <b>132,269</b> | <b>63,803</b> | <b>64,802</b> | <b>64,802</b> | <b>172,564</b>        | <b>528,942</b>      | <b>886,273</b>  | <b>107,458</b> | <b>53%</b>            |



# Maricopa County FY2022 WIOA (BTA) Budget to Actuals

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MARCH 31, 2022

WIOA FISCAL AGENT-NICOLE FORBES

# FY22 WIOA Budget to Actual

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## **Title 1 B Approved Budget \$22,057,750**

- In FY22 at minimum \$15,757,336 must be Expended By June 30, 2022  
78% Expended as of February 28, 2022

## **Service Provider(WDD) = \$21,210,296**

Expended YTD as of February 28, 2022  
\$ 11,926,308

## **WDB Approved Budget= \$ 1,006,980**

Expended YTD as of February 28, 2022  
\$ 396,674

# WIOA

## Funding by Category

| Fiscal Year 07/01-06/30/2022<br>FY22 Service Provider (WDD)            |                            |                                |             |                   |            |                      |
|--|----------------------------|--------------------------------|-------------|-------------------|------------|----------------------|
|  | FY22<br>Approved<br>Budget | YTD FY22<br>AS OF<br>2/28/2022 | % Spent YTD | Forecast          | % Forecast | Balance<br>Remaining |
| <b>Roll Up</b>   |                            |                                |             |                   |            |                      |
| ADULT  | 13,898,007                 | 7,119,665                      | 51%         | 13,122,335        | 94%        | 775,672              |
| DW   | 926,266                    | 969,111                        | 105%        | 826,243           | 89%        | 100,023              |
| YOUTH  | 6,386,023                  | 3,837,532                      | 60%         | 5,391,612         | 84%        | 994,411              |
| <b>Total</b>   | <b>21,210,296</b>          | <b>11,926,308</b>              | <b>56%</b>  | <b>19,340,190</b> | <b>91%</b> | <b>1,870,106</b>     |
|  |                            |                                |             |                   |            |                      |
| Fiscal Year 07/01-06/30/2022<br>FY22 Workforce Development Board (WDB) |                            |                                |             |                   |            |                      |
|  | FY22<br>Approved<br>Budget | YTD FY22<br>AS OF<br>2/28/2022 | % Spent YTD | Forecast          | % Forecast | Balance<br>Remaining |
| <b>Roll Up</b>   |                            |                                |             |                   |            |                      |
| ADULT  | 725,026                    | 285,605                        | 39%         | 639,209           | 88%        | 85,817               |
| DW   | 90,628                     | 35,701                         | 39%         | 79,901            | 88%        | 10,727               |
| YOUTH  | 191,326                    | 75,368                         | 39%         | 168,680           | 88%        | 22,646               |
| <b>Total</b>   | <b>1,006,980</b>           | <b>396,674</b>                 | <b>39%</b>  | <b>887,790</b>    | <b>88%</b> | <b>119,190</b>       |



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# QUESTIONS?

Contact Information:  
Nicole.Forbes@Maricopa.gov

THANK YOU FOR YOUR TIME.



**WORKFORCE DEVELOPMENT BOARD  
BUDGET FY 2022  
YTD JFEB 2022  
UNIT 2250**

| <b>WDB-FY22</b>                    | <b>BUDGET</b>    | <b>JUL</b>    | <b>AUG</b>    | <b>SEP</b>    | <b>OCT</b>    | <b>NOV</b>    | <b>DEC</b>    | <b>JAN</b>    | <b>FEB</b>    | <b>MAR</b>    | <b>APR</b>    | <b>MAY</b>    | <b>JUN</b>    | <b>13th close out</b> | <b>YTD EXPENDED</b> | <b>FORECAST</b> | <b>BALANCE</b> | <b>YTD % EXPENDED</b> |
|------------------------------------|------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------------|---------------------|-----------------|----------------|-----------------------|
| <b>TOTAL COSTS</b>                 | <b>1,006,980</b> | <b>11,314</b> | <b>56,145</b> | <b>54,175</b> | <b>38,620</b> | <b>48,939</b> | <b>75,187</b> | <b>79,718</b> | <b>32,575</b> | <b>57,096</b> | <b>64,056</b> | <b>64,549</b> | <b>64,549</b> | <b>229,766</b>        | <b>396,674</b>      | <b>868,049</b>  | <b>125,682</b> | <b>39%</b>            |
| <b>Fund - 222</b>                  | <b>BUDGET</b>    | <b>JUL</b>    | <b>AUG</b>    | <b>SEP</b>    | <b>OCT</b>    | <b>NOV</b>    | <b>DEC</b>    | <b>JAN</b>    | <b>FEB</b>    | <b>MAR</b>    | <b>APR</b>    | <b>MAY</b>    | <b>JUN</b>    | <b>13th close out</b> | <b>YTD EXPENDED</b> | <b>FORECAST</b> | <b>BALANCE</b> | <b>YTD % EXPENDED</b> |
| <b>PERSONNEL</b>                   |                  |               |               |               |               |               |               |               |               |               |               |               |               |                       |                     |                 |                |                       |
| REGULAR SALARIES                   | 373,090          | 7,443         | 40,114        | 23,852        | 11,926        | 21,683        | 22,388        | 22,438        | 22,437        | 34,031        | 38,430        | 39,111        | 39,111        |                       | 172,280             | 322,963         | 50,127         | 46%                   |
| <b>TOTAL PERSONNEL</b>             | <b>373,090</b>   | <b>7,443</b>  | <b>40,114</b> | <b>23,852</b> | <b>11,926</b> | <b>21,683</b> | <b>22,388</b> | <b>22,438</b> | <b>22,437</b> | <b>34,031</b> | <b>38,430</b> | <b>39,111</b> | <b>39,111</b> | <b>-</b>              | <b>172,280</b>      | <b>322,963</b>  | <b>50,127</b>  | <b>46%</b>            |
| <b>FRINGE BENEFITS</b>             |                  |               |               |               |               |               |               |               |               |               |               |               |               |                       |                     |                 |                |                       |
| TAXES                              | 28,542           | 558           | 3,011         | 1,986         | 898           | 1,834         | 1,685         | 2,063         | 1,876         | 2,603         | 2,940         | 2,992         | 2,992         |                       | 13,911              | 25,438          | 3,104          | 49%                   |
| RETIREMENT                         | 46,300           | 930           | 4,978         | 2,960         | 1,480         | 2,643         | 2,778         | 2,785         | 2,785         | 4,223         | 4,769         | 4,854         | 4,854         |                       | 21,339              | 40,039          | 6,261          | 46%                   |
| MEDICAL                            | 68,160           | 2,272         | 6,816         | 4,544         | 4,544         | 2,272         | 4,544         | 4,544         | 4,544         | 5,680         | 5,680         | 5,680         | 5,680         |                       | 34,080              | 56,800          | 11,360         | 50%                   |
| UNEMPLOYMENT & WORKERS' COMP       | 2,234            | -             | 372           | -             | 186           | -             | -             | -             | -             | 186           | 186           | 186           | 186           |                       | 559                 | 1,303           | 931            | 25%                   |
| TUITION REIMBURSEMENT              | 5,250            | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |                       | -                   | -               | 5,250          | 0%                    |
| <b>TOTAL FRINGE BENEFITS</b>       | <b>150,487</b>   | <b>3,760</b>  | <b>15,178</b> | <b>9,490</b>  | <b>7,108</b>  | <b>6,749</b>  | <b>9,008</b>  | <b>9,392</b>  | <b>9,205</b>  | <b>12,693</b> | <b>13,575</b> | <b>13,712</b> | <b>13,712</b> | <b>-</b>              | <b>69,889</b>       | <b>123,581</b>  | <b>26,906</b>  | <b>46%</b>            |
| <b>INDIRECT COSTS</b>              |                  |               |               |               |               |               |               |               |               |               |               |               |               |                       |                     |                 |                |                       |
| INDIRECT COSTS                     | 115,068          | -             | -             | 14,762        | 11,586        | -             | -             | 20,348        | -             | 10,373        | 11,545        | 11,727        | 11,727        |                       | 46,696              | 92,067          | 23,001         | 41%                   |
| <b>TOTAL INDIRECT COSTS</b>        | <b>115,068</b>   | <b>-</b>      | <b>-</b>      | <b>14,762</b> | <b>11,586</b> | <b>-</b>      | <b>-</b>      | <b>20,348</b> | <b>-</b>      | <b>10,373</b> | <b>11,545</b> | <b>11,727</b> | <b>11,727</b> | <b>-</b>              | <b>46,696</b>       | <b>92,067</b>   | <b>23,001</b>  | <b>41%</b>            |
| <b>TRAVEL &amp; TRAINING</b>       |                  |               |               |               |               |               |               |               |               |               |               |               |               |                       |                     |                 |                |                       |
| TRAVEL                             | 30,000           | -             | -             | -             | -             | -             | -             | 14,001        | 478           | -             | -             | -             | -             | 15,999                | 14,479              | 30,478          | (478)          | 48%                   |
| <b>TOTAL TRAVEL &amp; TRAINING</b> | <b>30,000</b>    | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>14,001</b> | <b>478</b>    | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>15,999</b>         | <b>14,479</b>       | <b>30,478</b>   | <b>(478)</b>   | <b>48%</b>            |
| <b>SUPPLIES</b>                    |                  |               |               |               |               |               |               |               |               |               |               |               |               |                       |                     |                 |                |                       |
| OFFICE SUPPLIES                    | 4,500            | -             | -             | 464           | (15)          | 20            | -             | -             | 202           | -             | -             | -             | -             | -                     | 671                 | 671             | 3,829          | 15%                   |
| FOOD                               | 1,000            | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -                     | -                   | -               | -              | -                     |
| NON CAPITOL EQUIPMENT              | 25,500           | -             | -             | -             | 4,269         | 12,748        | -             | 255           | -             | -             | -             | -             | -             | -                     | 17,272              | 17,272          | 8,228          | 68%                   |
| POSTAGE                            | 50               | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -                     | -                   | -               | 50             | 0%                    |
| <b>TOTAL SUPPLIES</b>              | <b>31,050</b>    | <b>-</b>      | <b>-</b>      | <b>464</b>    | <b>4,254</b>  | <b>12,768</b> | <b>-</b>      | <b>255</b>    | <b>202</b>    | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>              | <b>17,943</b>       | <b>17,943</b>   | <b>12,107</b>  | <b>58%</b>            |
| <b>CONTRACTUAL</b>                 |                  |               |               |               |               |               |               |               |               |               |               |               |               |                       |                     |                 |                |                       |
| ONE STOP OPERATOR                  | 197,036          | -             | -             | 3,395         | -             | 7,739         | 43,791        | 12,778        | -             | -             | -             | -             | -             | 129,333               | 67,703              | 197,036         | -              | 34%                   |
| CONSULTANT                         | 90,000           | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | 77,928                | -                   | 77,928          | 12,072         | 0%                    |
| <b>TOTAL CONTRACTUAL</b>           | <b>287,036</b>   | <b>-</b>      | <b>-</b>      | <b>3,395</b>  | <b>-</b>      | <b>7,739</b>  | <b>43,791</b> | <b>12,778</b> | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>207,261</b>        | <b>67,703</b>       | <b>274,964</b>  | <b>12,072</b>  | <b>24%</b>            |
| <b>OPERATING SERVICES</b>          |                  |               |               |               |               |               |               |               |               |               |               |               |               |                       |                     |                 |                |                       |
| ASSOCIATION/MEMBERSHIPS            | 8,000            | -             | 600           | 2,214         | 3,240         | -             | -             | -             | -             | -             | -             | -             | -             | -                     | 6,054               | 6,054           | 1,946          | 76%                   |
| MARKETING                          | 2,000            | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -                     | -                   | -               | -              | 0%                    |
| LABOR MARKET                       | 1,000            | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -                     | -                   | -               | -              | 0%                    |
| PRINTING (COPIER)                  | 6,000            | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | 6,000                 | -                   | 6,000           | -              | 0%                    |
| CELL PHONES/LAND LINES             | 3,250            | 111           | 253           | -             | 506           | -             | -             | 506           | 253           | -             | 506           | -             | -             | 506                   | 1,629               | 2,641           | 609            | 50%                   |
| <b>TOTAL OPERATING SERVICES</b>    | <b>20,250</b>    | <b>111</b>    | <b>853</b>    | <b>2,214</b>  | <b>3,746</b>  | <b>-</b>      | <b>-</b>      | <b>506</b>    | <b>253</b>    | <b>-</b>      | <b>506</b>    | <b>-</b>      | <b>-</b>      | <b>6,506</b>          | <b>7,684</b>        | <b>6,054</b>    | <b>1,946</b>   | <b>38%</b>            |
| <b>TOTAL COSTS</b>                 | <b>1,006,980</b> | <b>11,314</b> | <b>56,145</b> | <b>54,175</b> | <b>38,620</b> | <b>48,939</b> | <b>75,187</b> | <b>79,718</b> | <b>32,575</b> | <b>57,096</b> | <b>64,056</b> | <b>64,549</b> | <b>64,549</b> | <b>229,766</b>        | <b>364,099</b>      | <b>868,049</b>  | <b>125,682</b> | <b>36%</b>            |





# Consent Agenda.

2022 Title IA Governance Monitoring Letter- 1<sup>st</sup> Quarter



DEPARTMENT OF ECONOMIC SECURITY

*Your Partner For A Stronger Arizona*

Douglas A. Ducey  
Governor

Michael Wisehart  
Director

February 25, 2022

Maricopa County Workforce Development Board  
701 W Jefferson St Ste 104  
Phoenix, AZ 85007  
602-506-0153

RE: FINDINGS

Dear Mr. Clark,

The Department of Economic Security (DES) Quality Assurance and Integrity Administration (QAIA) Workforce Innovation and Opportunity Act (WIOA) section, conducted case desk audit file reviews for Maricopa County Workforce Development Board in January 2022. The review determined compliance with WIOA Title I-A Governance requirements. Please note this review did not include an audit of the most recent One Stop Operator certification process, but subsequent audits will include these documents.

Based on the review conducted, there were no findings noted. With the receipt of this letter, please be advised that the review is considered closed.

If you have any questions, feel free to contact me directly at (480) 309-2326 or [tarasmith@azdes.gov](mailto:tarasmith@azdes.gov).

Sincerely,

Tara Smith  
WIOA Title I-A Governance Auditor  
Quality Assurance & Integrity Administration

Cc: Jacqueline Butera, Quality Assurance & Integrity Administrator  
Stacey Faulkner, WIOA Manager



# Consent Agenda.

MCWDB Executive Director Report



## **Maricopa County Workforce Development Board Update** **Steve Clark, Executive Director**

**April 21, 2022**

### **Strategic Planning & Local Area Plan Mid-Cycle Review**

The Strategic Planning is moving forward. Through the MCWDB Values Survey, the Board has identified the primary goal areas of the plan. These are still in draft form and include:

#### **Partnerships**

- Engage with economic development partners to better identify the upcoming business workforce needs.
- Expand and optimize our partnerships, including businesses, government, and education (K-12, community colleges, and universities).

#### **Impact**

- Improve upon reaching more individuals with awareness of services.
- Improving and streamlining services.

#### **Innovation**

- Identify innovation as forward-thinking.
- Ensure innovation is utilized in effective ways.

The next steps include exploring and identifying recommendations for each goal area. We anticipate this to be completed in May.

The Local Area Plan mid-cycle review is approximately 50% complete. Trevor and his staff are anticipating a completion date of May 2022. The Local Area Plan review is a requirement of the FY 24 recertification packet.

### **Healthcare Careers Pathway Strategist Recruiting**

We are close to onboarding Jordan Dodeward as our new Healthcare Careers Pathway Strategist. Jordan hopes to join our team on April 18, 2022. She brings knowledge and experience to the healthcare world and will be addressing the labor shortage issues in healthcare. Jordan will be introduced at the April 21, 2022, Full Board meeting.

### **FY 23 MCWDB Retreat**

The FY 23 MCWDB Retreat date is August 25, 2022, and is designed to include a MCWDB meeting in the a.m., followed by the retreat after lunch. All indications are that the retreat will be in-person, pending any surprises related to the virus. Specific details will be shared very soon, but I hope you will reserve the date.

### **MCWDB Open Seat Update**

The Maricopa County Board of Supervisors (BOS) is expected to act on a recommendation to fill the open MCWDB seat at the April 20, 2022, BOS meeting. This seat represents the small business sector and was vacated by Colin Stewart. We hope to introduce the new Board member at the April 21, 2022, MCWDB meeting.

## **FY 24 MCWDB Recertification**

Document approvals and policy updates are in the pre-approval phase as we work through FY 24 MCWDB recertification requirements. The approval process may include input and review from staff, partners, legal, board members, and the Maricopa County Board of Supervisors. We appear to be ahead of this process with plans to submit the full requirements in November 2022. The due date from DES is January 2023. The recertification checklist is attached to this update for your review.

## **One-Stop Operator Performance Review**

The One-Stop Operator (OSO) 3<sup>rd</sup> Quarter Performance Report will be available in April. As you may know, the Executive Committee approved a six-month extension to the current OSO contract. The Executive Committee has provided the initial approval for the solicitation of a new OSO contract. The MCWDB Full Board will hear both items for consideration at the April 21, 2022, meeting. The solicitation process can take 4-6 months to complete.



# Information/Discussion/Possible Action.

One Stop Operator Contract Extension

# ONE STOP OPERATOR CONTRACT UPDATE

---

**Nancy Avina, Management Analyst**

**March 31, 2022**

# One Stop Operator

The logo for Maximus, featuring the word "MAXIMUS" in a white, serif, all-caps font. The text is centered within a dark blue rectangular background.

Current contact expires June 30, 2022



# Recommendation #1

Extend the contract for six months  
(July 1, 2022 – December 31, 2022)

# Thoughts? Questions?



# Recommendation #2

Begin procurement process for PY 2022 –  
2023

# Thoughts? Questions?



# Next Steps

- April 22, 2022      MCWDB formal approval

# Thoughts? Questions?





# Information/Discussion Only.

Strategic Plan Workshop

# Strategic Planning and Local Plan Updates



**PARTNERSHIP FOR  
WORKFORCE INNOVATION**

*Making The World of Work Understandable*





**Trevor Stokes**

*CEO, The Partnership for Workforce  
Innovation*

# Maricopa County Workforce Board

– *Strategic Planning Workshop*



- 01**      **Process Review**
- 02**      **Strategic Plan Workshop**
- 03**      **Local Plan Update**
- 06**      **Closing and Next Steps**



# Maricopa County Workforce Board

– *Strategic Planning Workshop*



## 01 Process Review



# Project Standards

- Inclusion
- Humility
- Impact
- Relevance

# Local Workforce Development Boards

## Chief Architects of the Workforce System

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



# The Strategic Planning Lifecycle



# Maricopa County Workforce Board

– *Strategic Planning Workshop*



## 02 Strategic Plan Workshop





# Top Values

# Top Values

| Value         | Percentage of Respondents |
|---------------|---------------------------|
| Integrity     | 38.5%                     |
| Partnerships  | 38.5%                     |
| Impact        | 37.0%                     |
| Credibility   | 34.6%                     |
| Innovation    | 23.1%                     |
| Effectiveness | 22.2%                     |

# Top Value Statements

| Statement   | Percentage of Respondents |
|---|---------------------------|
| We always to seek to maximize the impact of our work on the individuals we serve.       | 19.0%                     |
| We create impact through partnerships.  | 16.7%                     |
| The principles of honesty, dignity and respect govern our interactions with each other. | 11.9%                     |
| We protect the integrity of this body via compliance with governing policies.           | 11.9%                     |
| Every activity is carried out with a commitment to excellence.                          | 11.9%                     |

# Goal Categories

# Goal Categories

- **Partnerships**
- **Impact**
- **Innovation**

# Preliminary Strategies

# Preliminary Strategies

## Partnerships

- Optimize the culture of collaboration among core partners and providers
- Expand the role of the board in regional economic development efforts
- Expand the role of the board in the local K-12 education ecosystem

# Preliminary Strategies

## Impact

- Increase the number of individuals served via the board's programs
- Increase the scope of services available to individuals served by our programs



# Preliminary Strategies

## Innovation

- Position the board as a forward-thinking strategic leader in the community
- Ensure innovations that improve the scope and quality of services from one partner or provider become systemic standards

# Maricopa County Workforce Board

– *Strategic Planning Workshop*



## 03 Local Plan Update



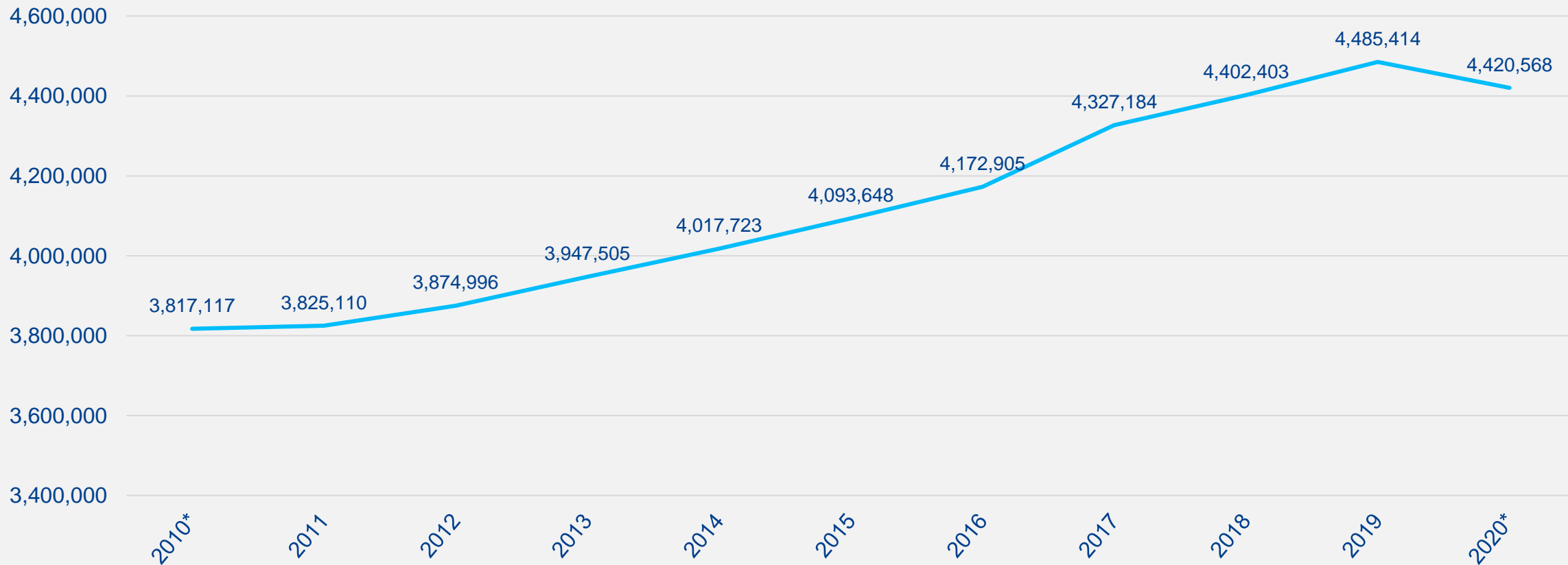
# Labor Market Analysis



- Demographics
- Labor Market Information
- Strategic Priorities

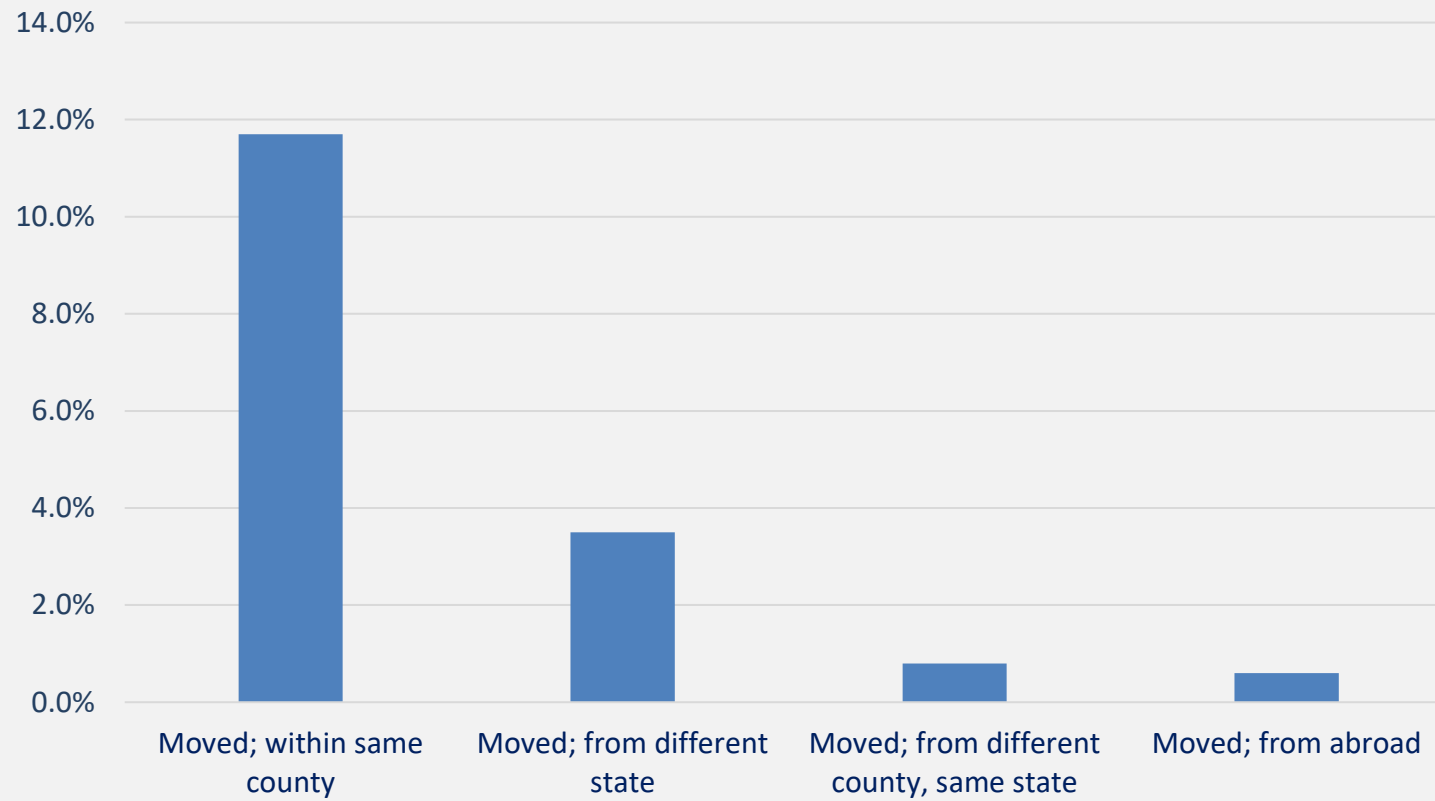
# Labor Market Analysis

Population, Total, Maricopa County, 2010-2020



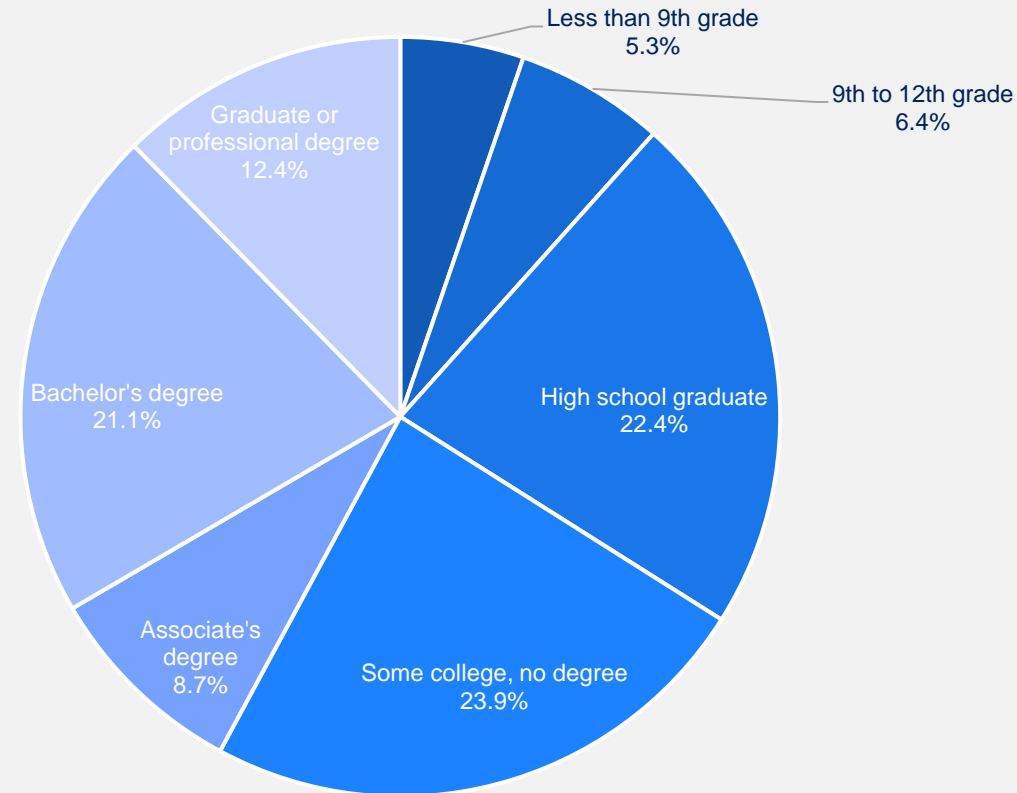
# Labor Market Analysis

Migration by Place of Origin, Maricopa County



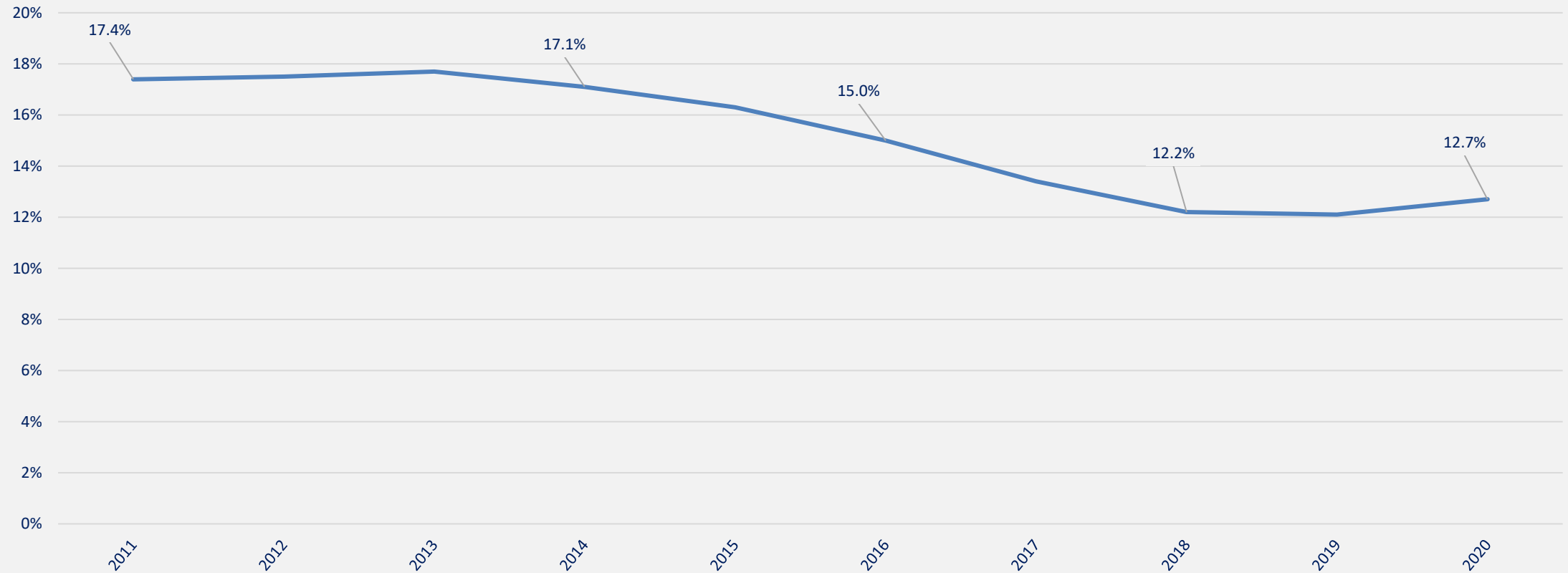
# Labor Market Analysis

Educational Attainment, Maricopa County



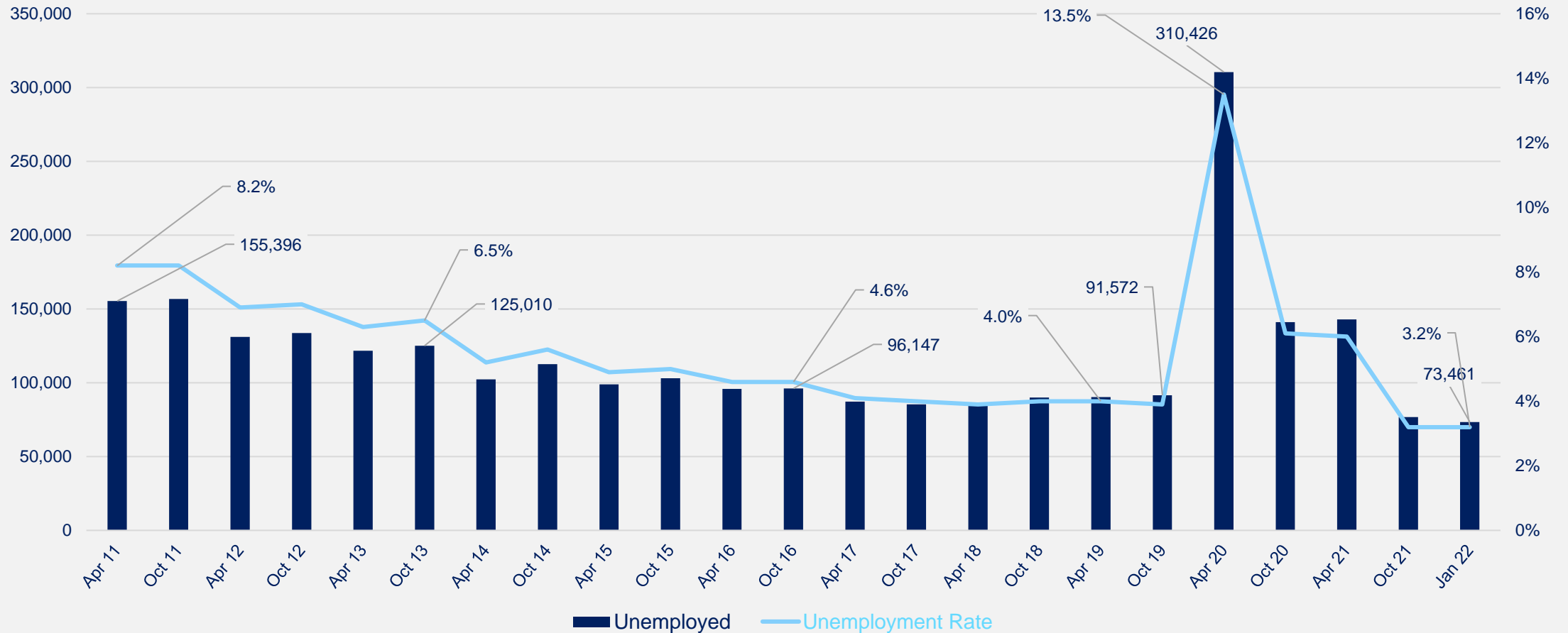
# Labor Market Analysis

Percentage of Population Below Poverty Level, Maricopa County



# Labor Market Analysis

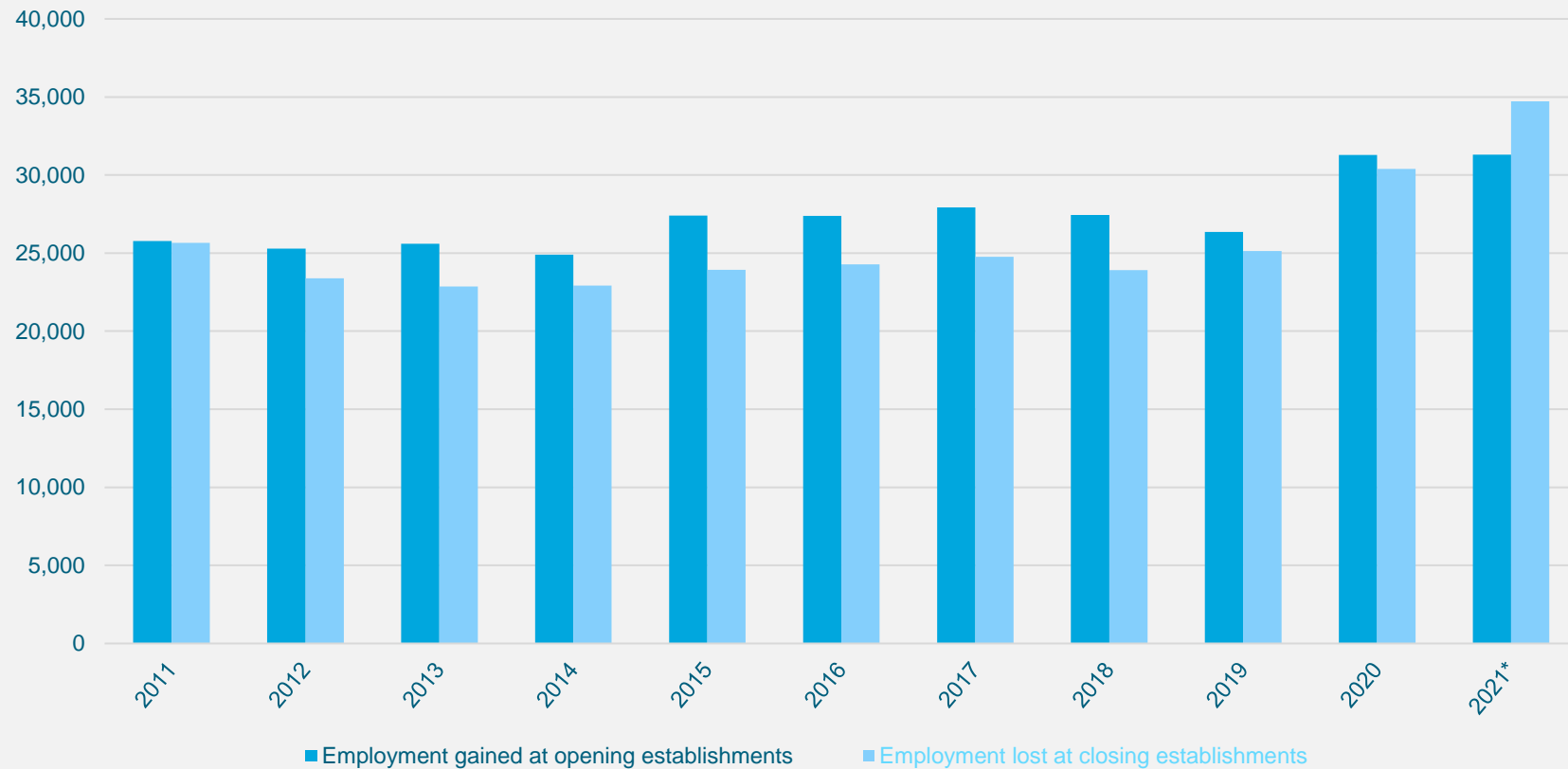
## Unemployed and Unemployment Rate, Maricopa County, 2011-2022





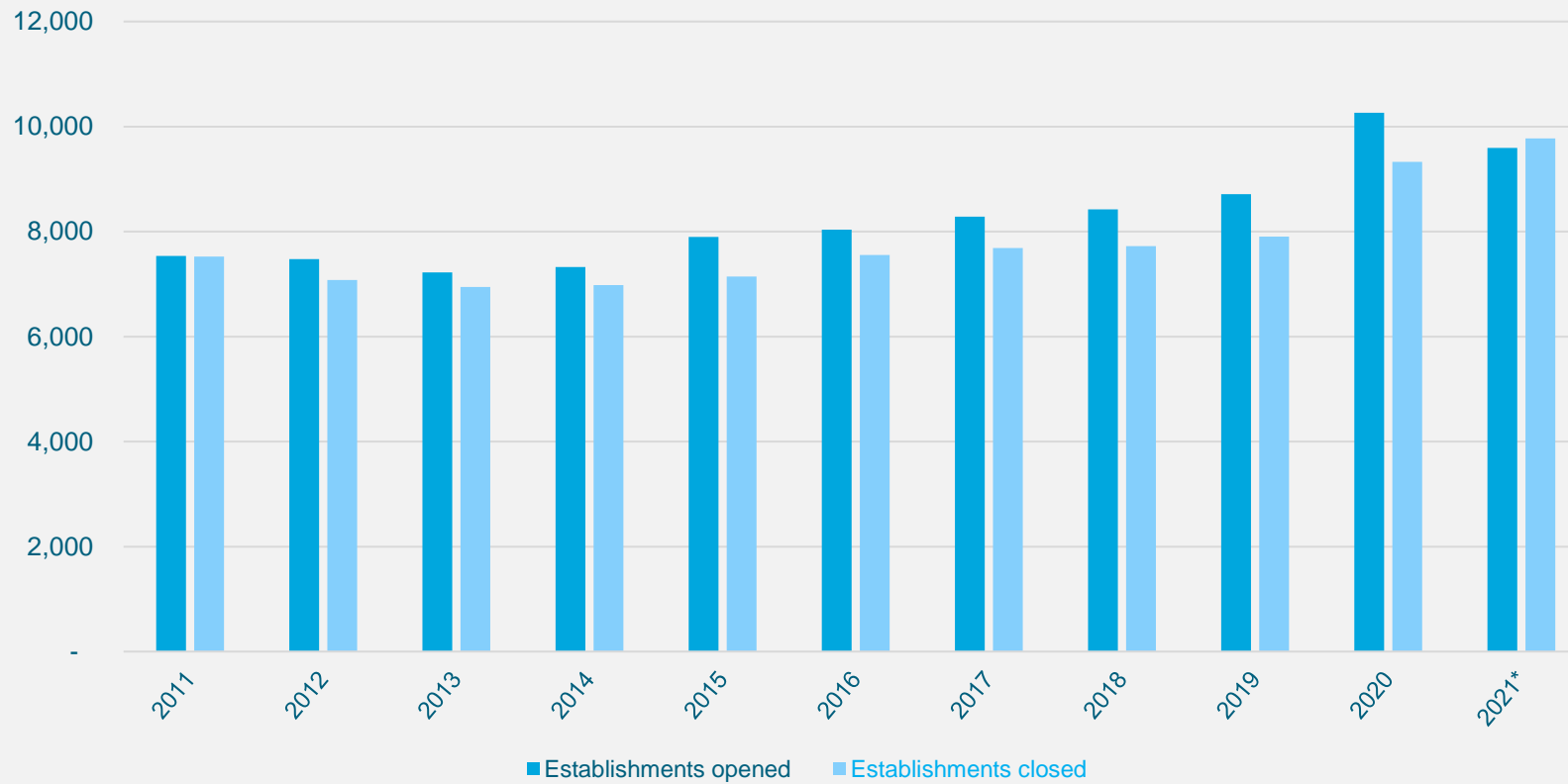
# Labor Market Analysis

Employment Change Due to Opening and Closing Establishments, Quarterly Average, Arizona 2011-2021



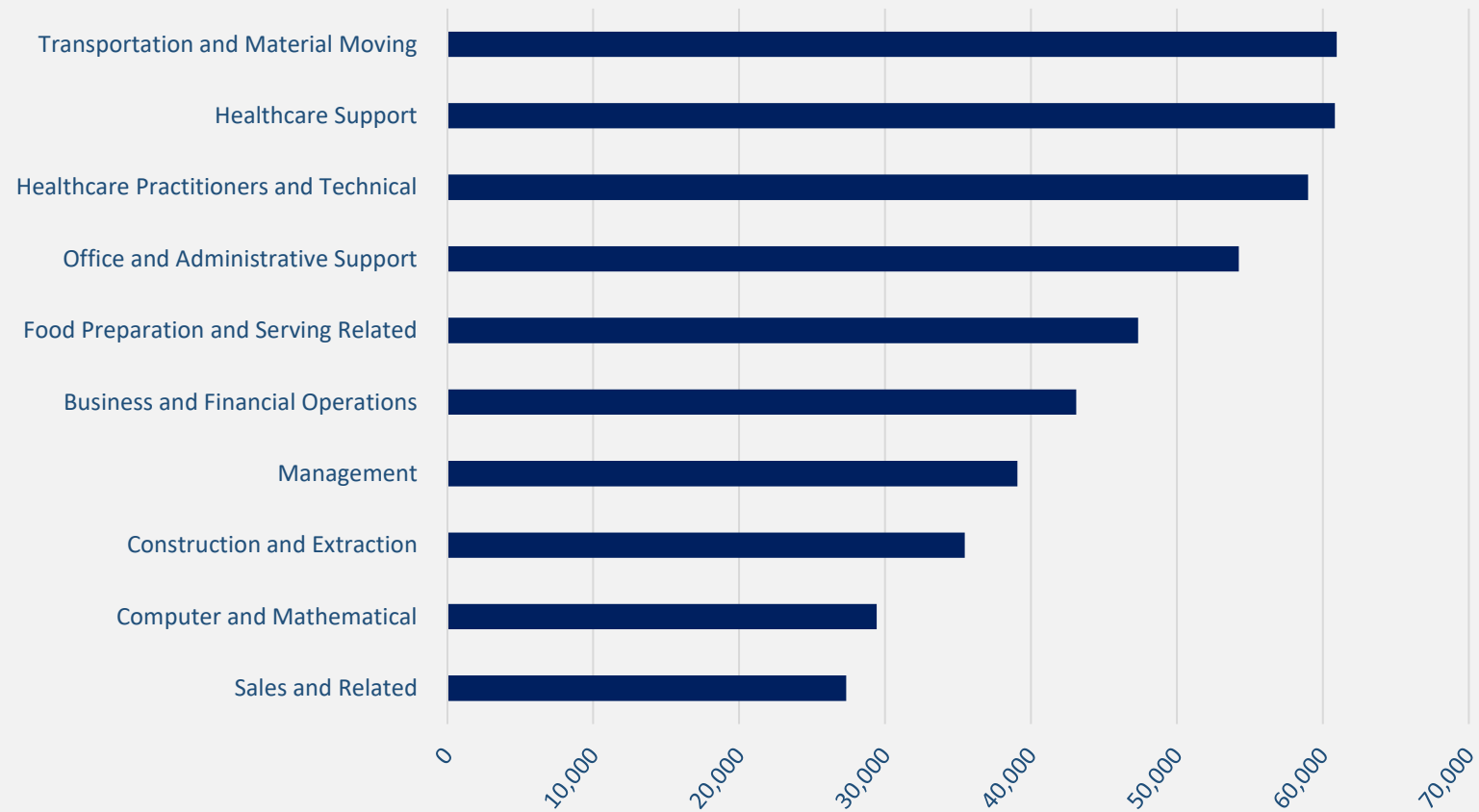
# Labor Market Analysis

Establishments Opened and Closed, Quarterly Average, Arizona, 2011-2021



# Labor Market Analysis

Projections, Top Ten Occupation Families, 2020-2030, Maricopa County



# Labor Market Analysis

| Employability Skill                     | Postings |
|---|----------|
| Verbal and Written Communication Skills | 351,160  |
| Cooperative/Team Player                 | 206,176  |
| Customer Service                        | 159,130  |
| Organization                            | 97,483   |
| Problem Solving                         | 94,391   |

# Labor Market Analysis

| Technical Skill                 | Postings |
|---------------------------------|----------|
| Microsoft Excel                 | 72,581   |
| Microsoft Office                | 67,070   |
| Ability to Lift 41-50 lbs.      | 30,529   |
| Microsoft Outlook               | 29,793   |
| Microsoft PowerPoint            | 26,207   |
| Microsoft Word                  | 24,608   |
| Agile                           | 22,714   |
| Ability to Lift 51-100 lbs.     | 22,087   |
| Sales                           | 21,084   |
| Structured Query Language (SQL) | 19,640   |

# Maricopa County Workforce Board

– *Strategic Planning Workshop*



## 06 Closing and Next Steps





**PARTNERSHIP FOR  
WORKFORCE INNOVATION**

*Making The World of Work Understandable*



**Maricopa County Workforce  
Development Board  
Labor Market Analysis**



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## Introduction

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### Physical Characteristics and Governance

Maricopa County, Arizona has 9,198.2 square miles of land area and is the 5th largest county in Arizona by total area. Maricopa County, Arizona is bordered by Yuma County, Arizona, Pima County, Arizona, La Paz County, Arizona, Pinal County, Arizona, Gila County, Arizona, and Yavapai County, Arizona.

This analysis was commissioned by the Maricopa County Workforce Development Board as a component of the required two-year update to the Workforce Innovation and Opportunity Act Local Plan. The analysis comprises

### Quick Facts

**Table 1: Quick Facts**

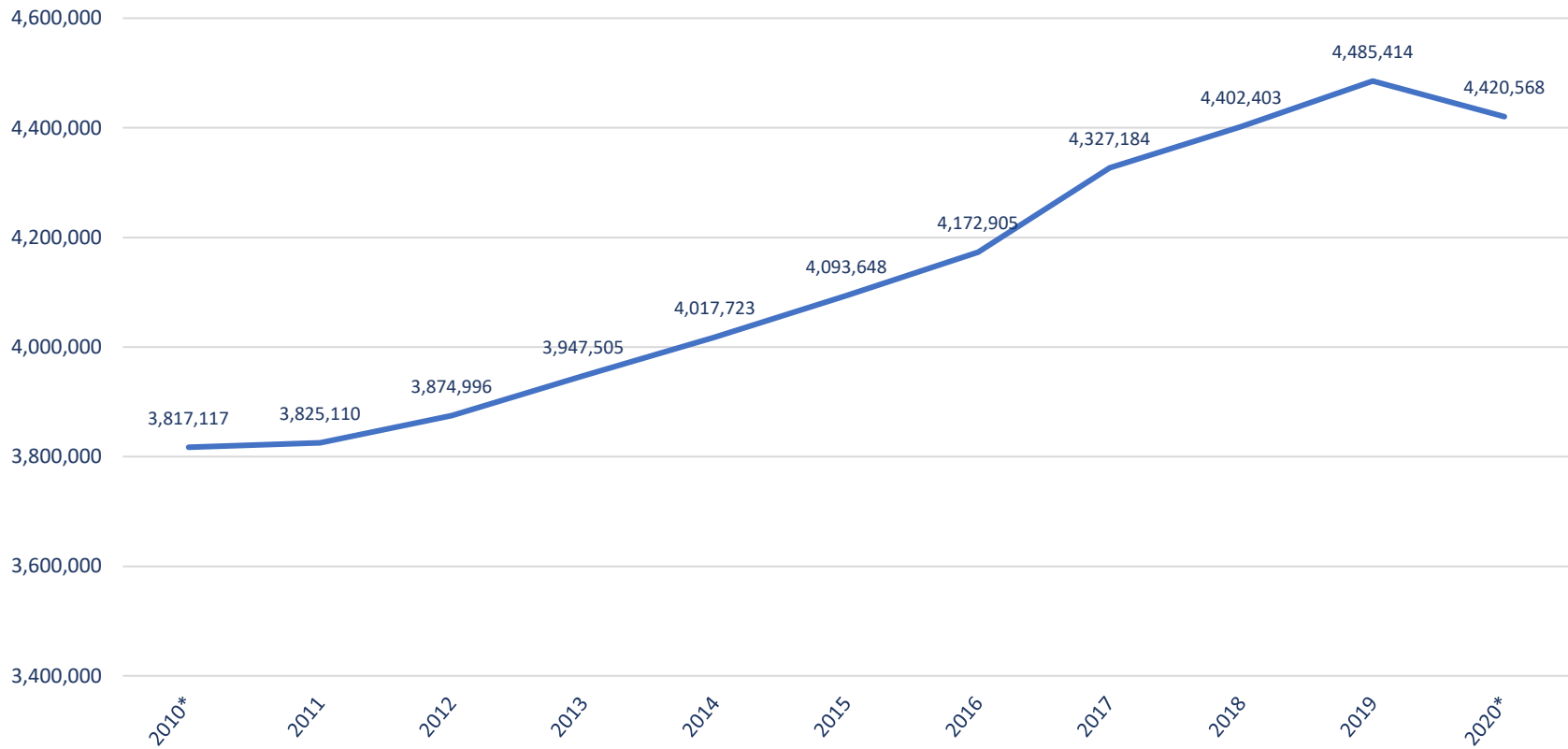
| Topic  | Measure        |
|--|----------------|
| Total Population                             | 4,420,568      |
| Total Households                             | 1,596,784      |
| Average household size:                      | 2.73           |
| Median age, Maricopa County                  | 36.6 years     |
| Median Household Income                      | \$67,799       |
| High School Diploma or Higher                | 88.4%          |
| Bachelor's Degree or Higher                  | 33.4%          |
| Graduate or Professional Degree              | 12.4%          |
| Enrolled in school:                          | 1,104,660      |
| Civilian veterans                            | 253,512 (7.6%) |
| Households with a computer                   | 94.8%          |
| Households with a broadband connection       | 88.7%          |
| Households that speak "English Only" at home | 73.4%          |
| Disability                                   | 11.4%          |

## Demographics

### Population

According to the United States Census Bureau’s Decennial Census in 2020, Maricopa County is home to 4,420,568 people. The population of the county has been on an upward trajectory for decades. In the 2020 Decennial Census, however, the trends seen in the annual population estimates was dramatically reversed.

**Population, Total, Maricopa County, 2010-2020**

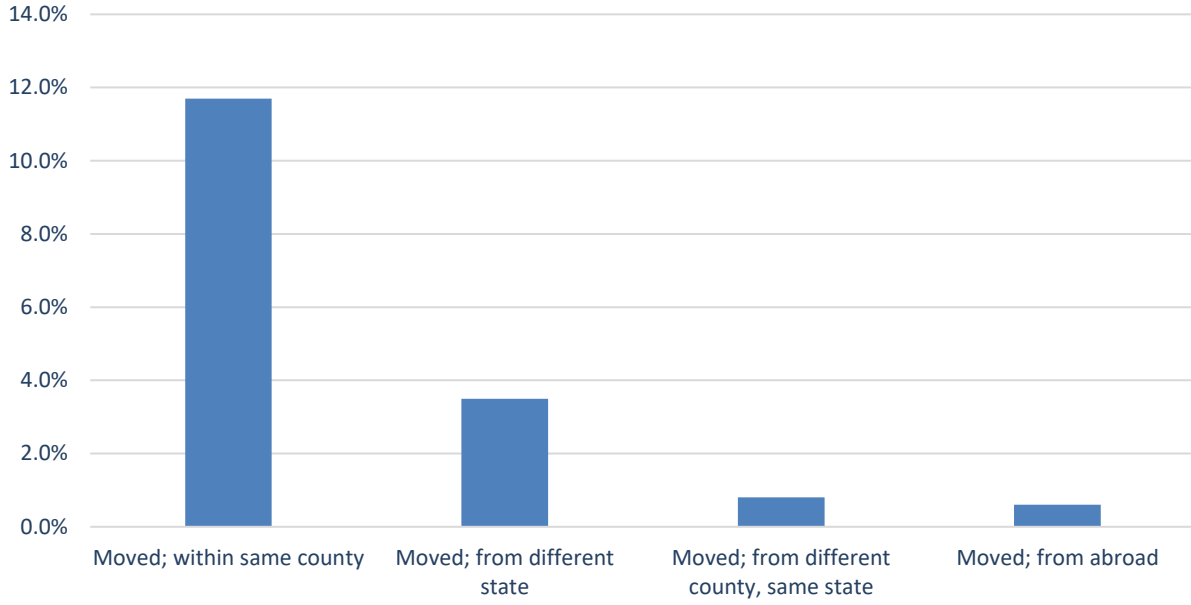


\*Decennial Census  
United States Census Bureau

## Migration

Approximately 16.6% of the county's population reported living in a different residence than a year ago.

**Migration by Place of Origin, Maricopa County**

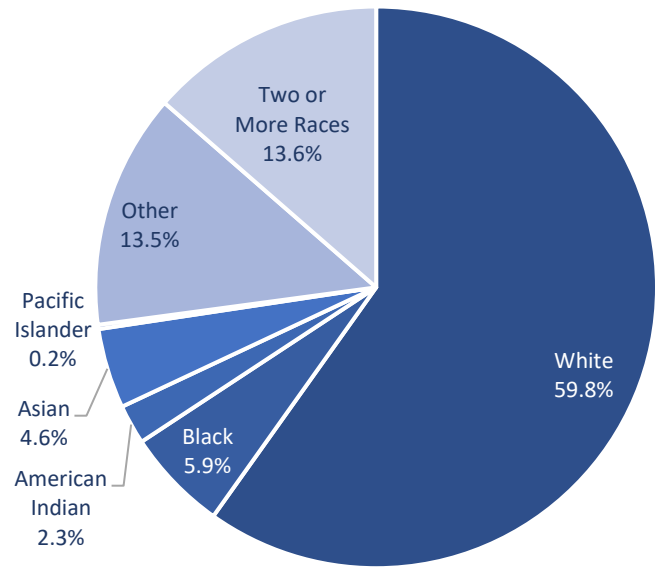


## Race

Approximately 60% of the county's population is white. Another 6% is black, and 2% are American Indian.

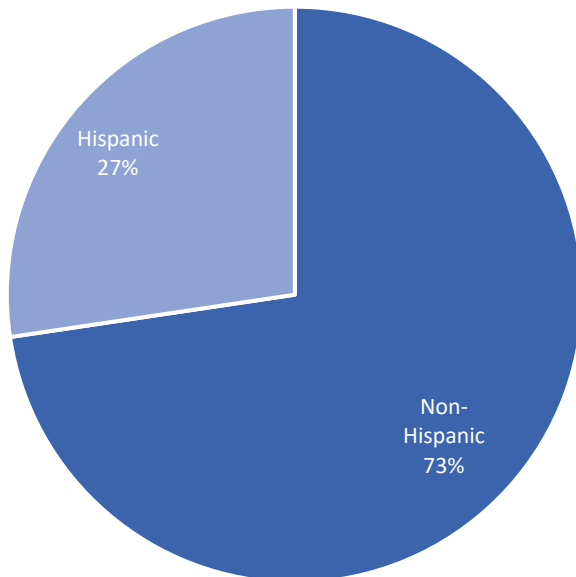
**Table X: Population by Race**

| Race              | Population |
|-------------------|------------|
| White             | 2,645,512  |
| Black             | 260,469    |
| American Indian   | 100,645    |
| Asian             | 203,696    |
| Pacific Islander  | 10,966     |
| Other             | 598,605    |
| Two or More Races | 600,675    |



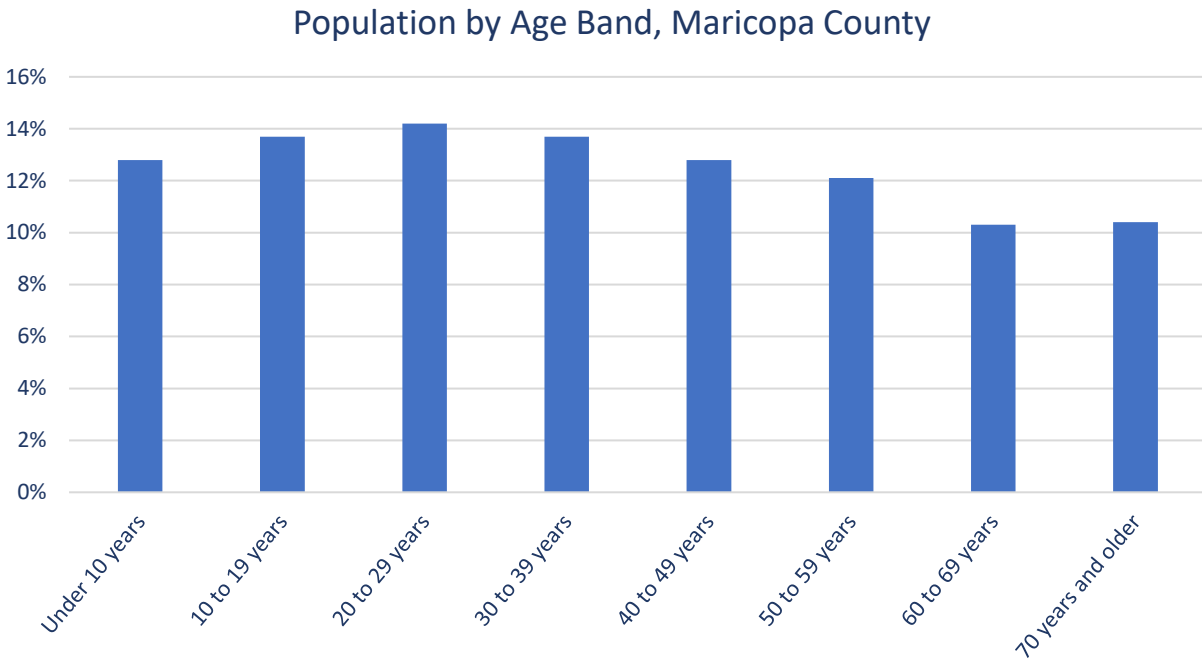
## Ethnicity

Approximately a quarter of the county's population is Hispanic.



## Age

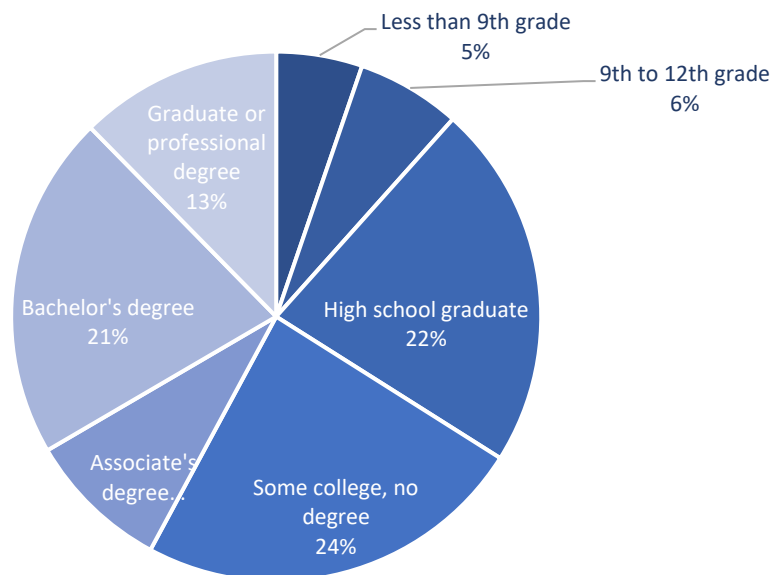
The county's median age is 36.6 years.



## Educational attainment

Across Maricopa County, 88.4% of the population 25 years and older has a high school diploma or higher. More than a third (33.4%) has a bachelor's degree or higher.

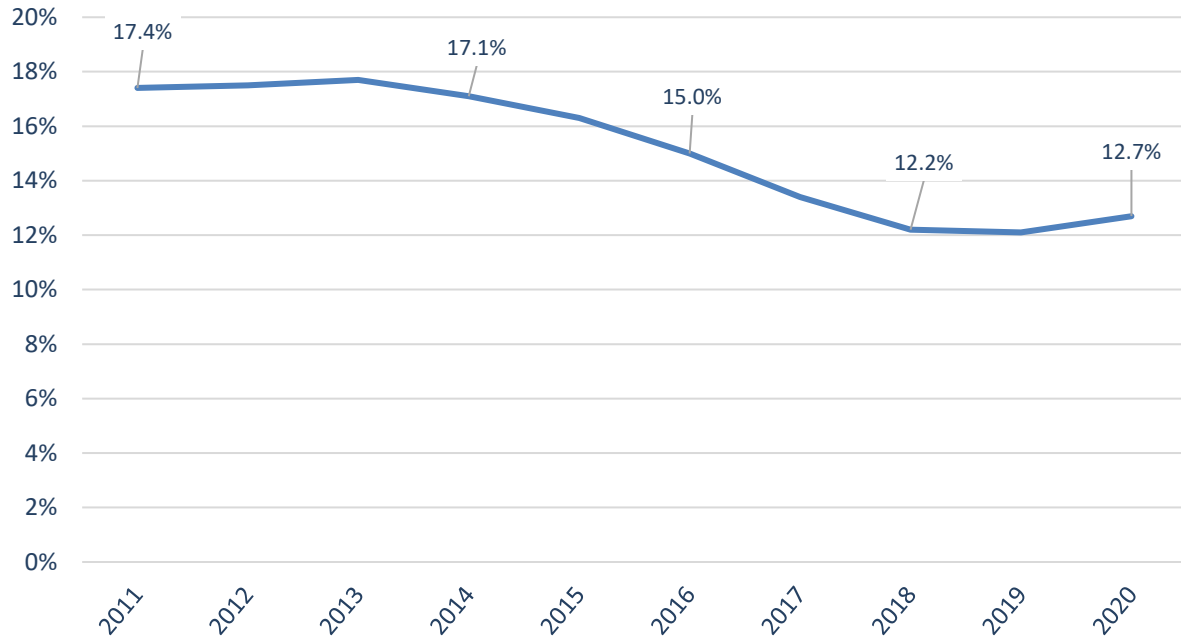
### Educational Attainment, Maricopa County



## Poverty

More than one of eight people (12.7%) in the county have an income level below the poverty line. The data from 2020 interrupted a pattern of six consecutive years in which that measure had decreased.

**Percentage of Population Below Poverty Level, Maricopa County**



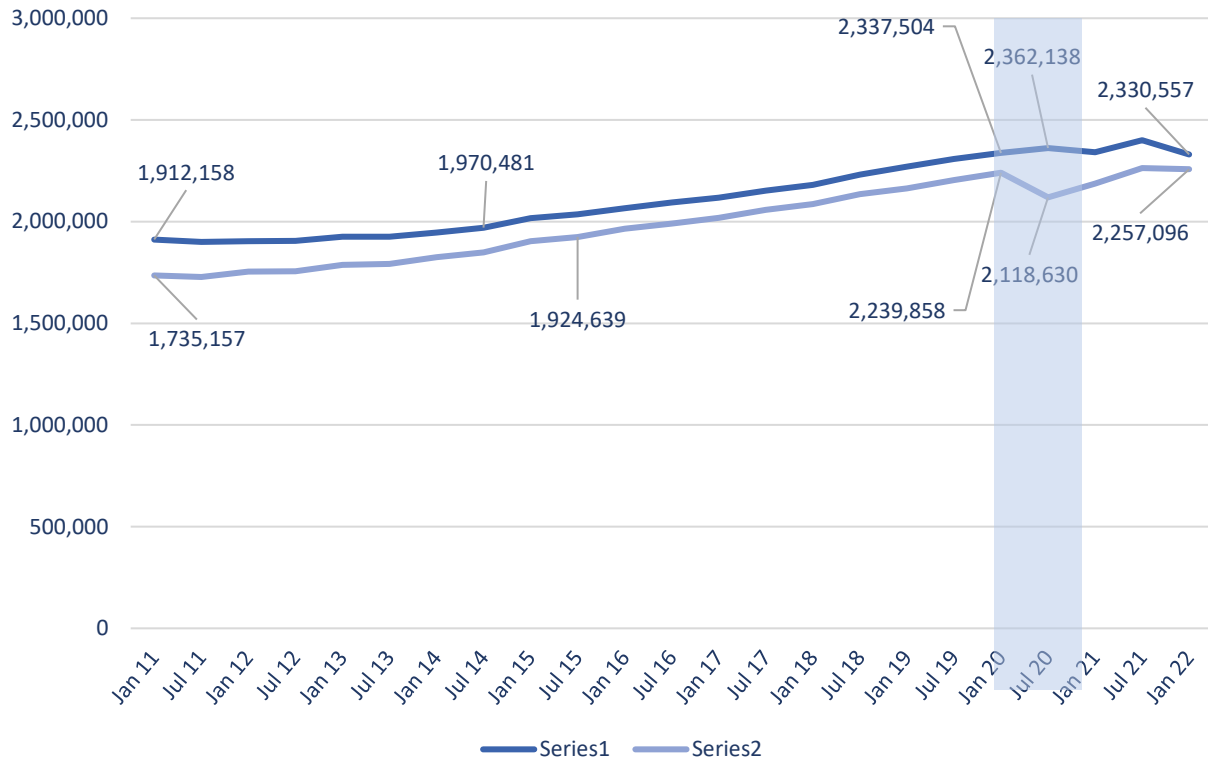


## Labor Market

### Labor Force

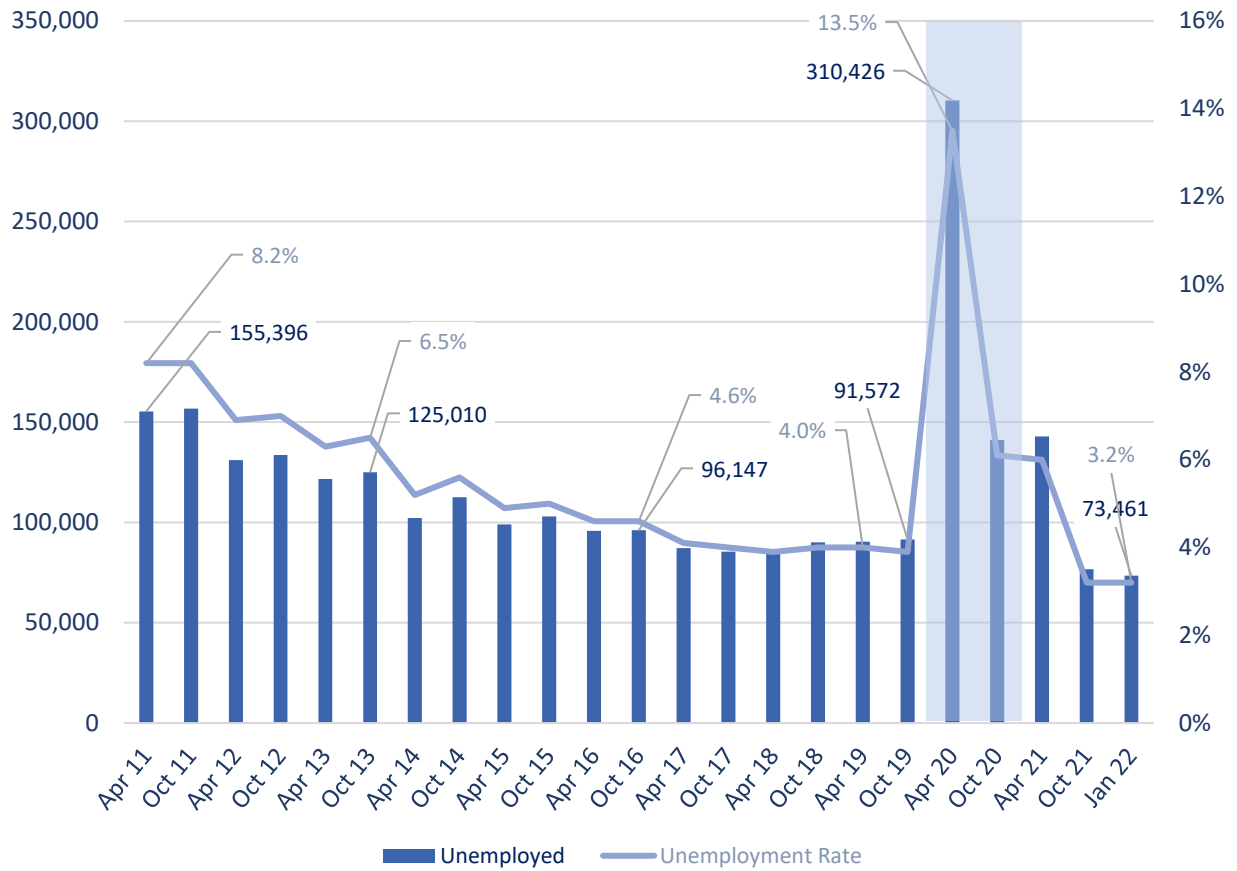
The labor force is the combination of those people who are employed and those who are unemployed. As the population has swollen, Maricopa County's labor force has increased in size in recent years, and as of the preliminary findings of January 2020, now stands at 2,330,557, including 2,257,096 who are employed and 73,461 unemployed. The unemployment stood at 3.2%.

**Labor Force and Total Employed, Maricopa County, 2011-2022**



Analysis of the county’s unemployment data underscores the impact of the COVID-19 pandemic on the region’s economy and labor market. From 2011 to 2020, the number of unemployed people in the county had trended downward, even as the size of the labor force increased.

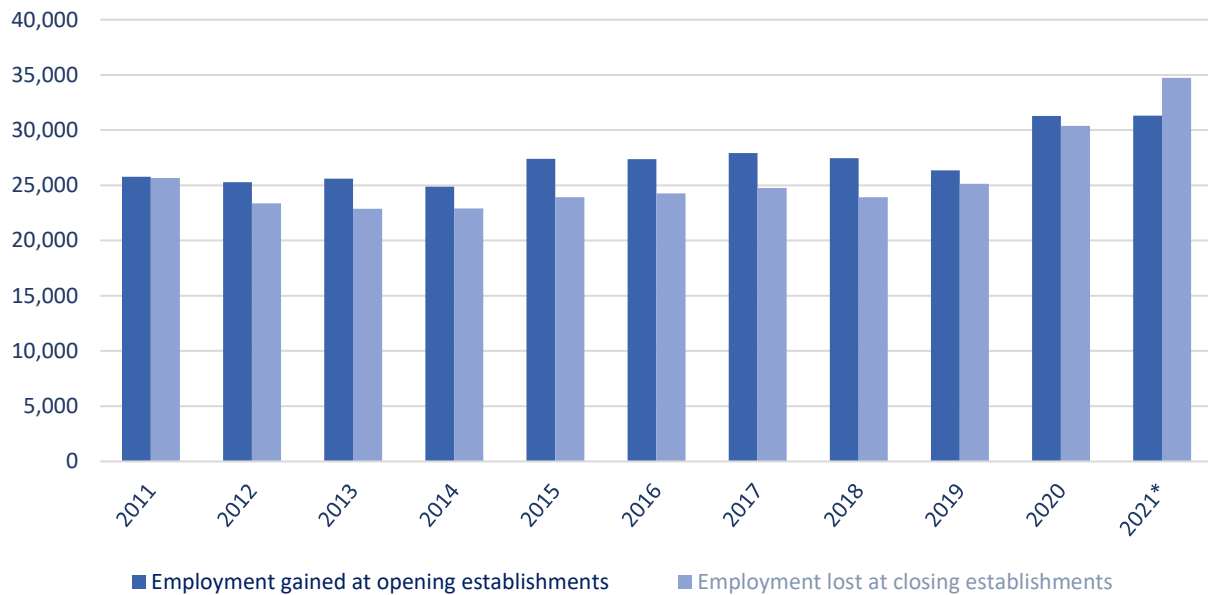
**Unemployed and Unemployment Rate, Maricopa County, 2011-2022**



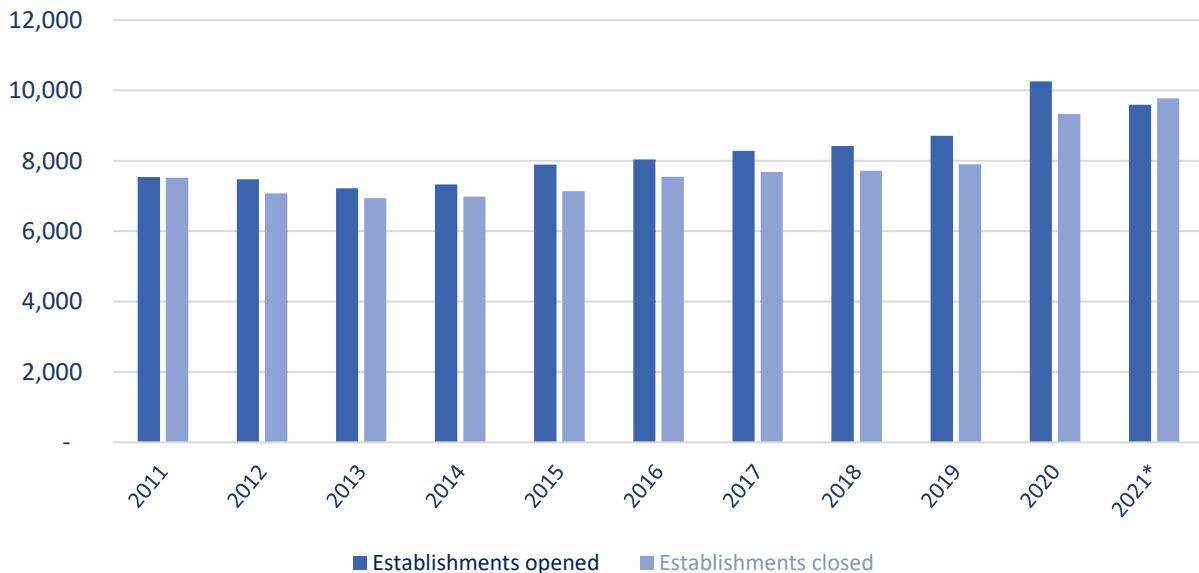
## Business Dynamics

From 2011 to 2019, an average of 26,400 jobs were gained every quarter by opening establishments in Arizona, and 24,100 jobs were lost by closing establishments. In 2021, for the first time, the number of Arizona establishments that closed exceeded the number that opened.

**Employment Change Due to Opening and Closing Establishments, Quarterly Average, Arizona 2011-2021**

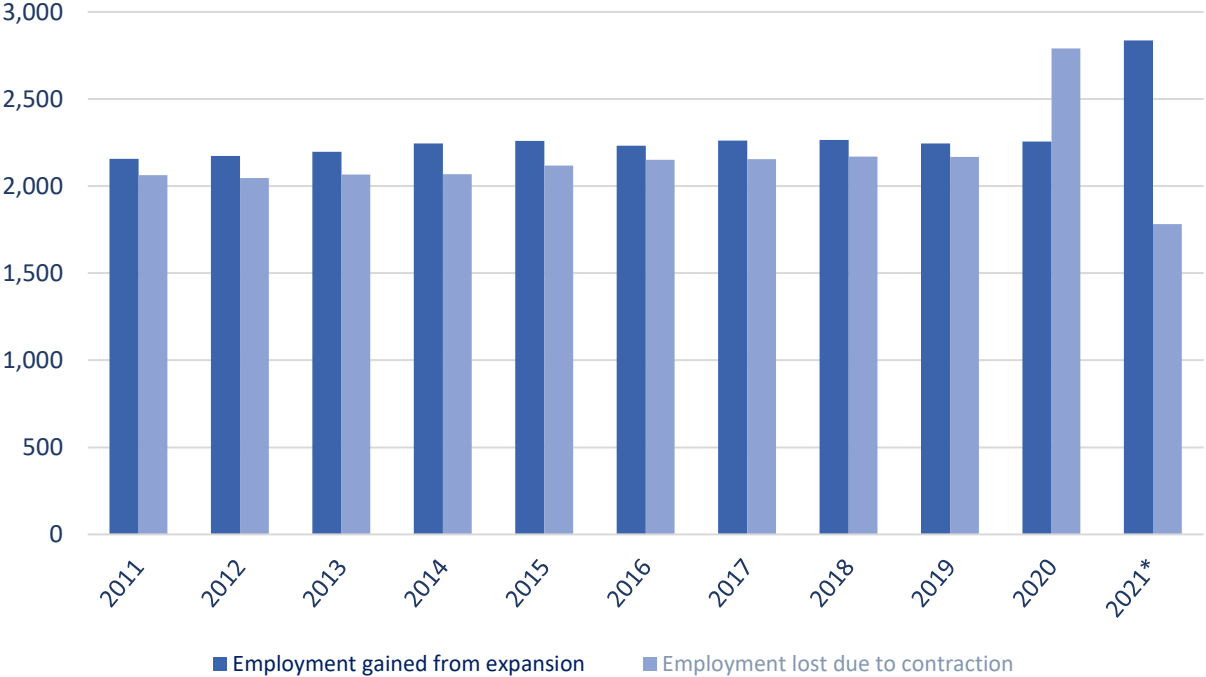


**Establishments Opened and Closed, Quarterly Average, Arizona, 2011-2021**



Small businesses (those with fewer than 50 employees) are a critical component of Arizona’s labor market. Every year, the United States Bureau of Labor Statistics reports on the expansion and contraction of small businesses. In Arizona, the number of jobs lost due to the contractions of small businesses was less than the number of jobs gained due to expansion every year from 2011 until 2020. During that pandemic-ravaged year, the state averaged 2,256 small-business jobs gained due to expansion each quarter and 2,790 lost due to contraction.

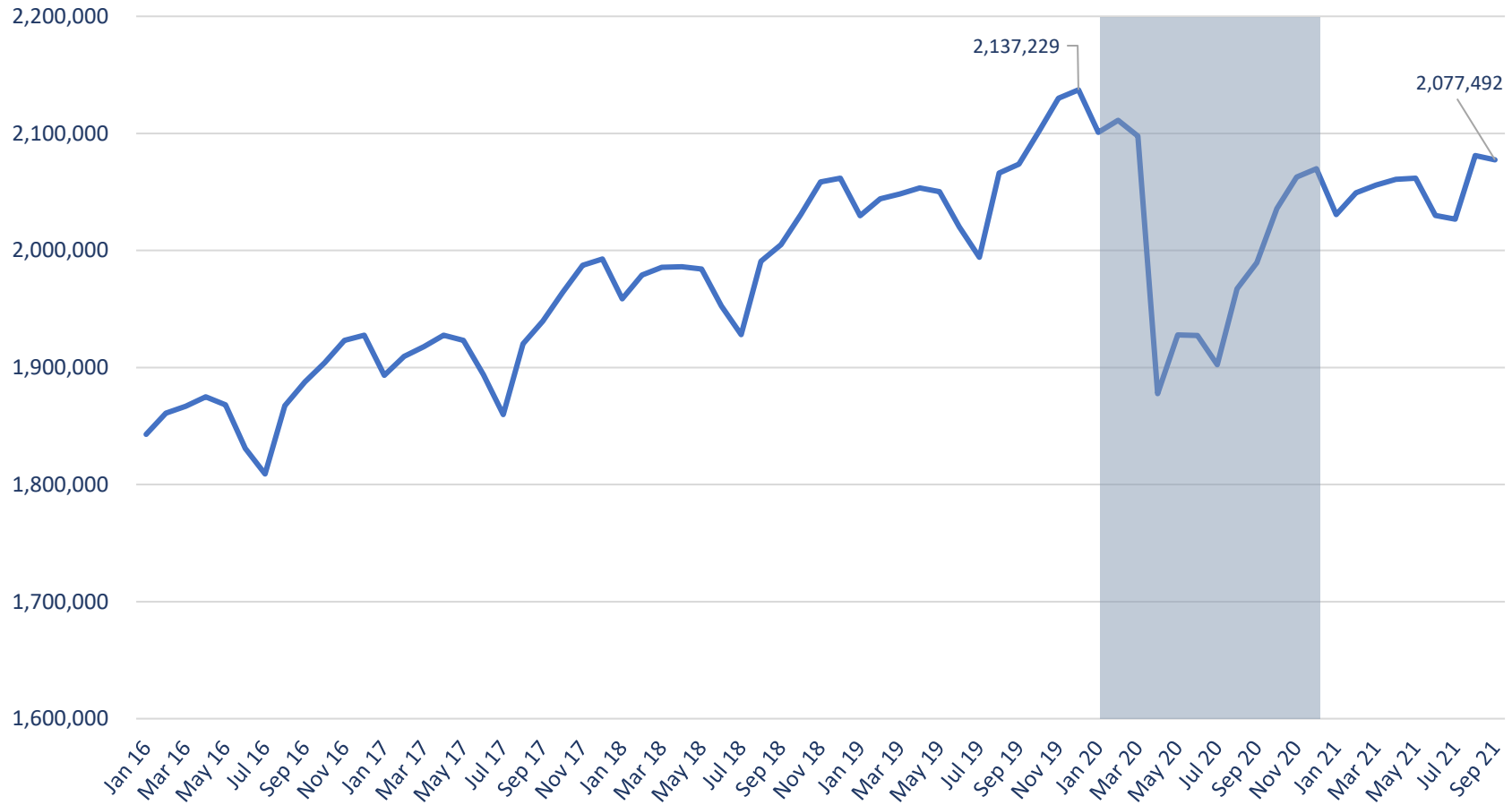
**Employment Change Due to Opening and Closing Small Businesses, Arizona, Quarterly Average, 2011-2021**



## Jobs

According to the Arizona Office of Economic Opportunity's Quarterly Census of Employment and Wages, Maricopa County's high-water mark, in terms of total number of jobs, was in December 2019, when they reported 2,137,229 jobs.

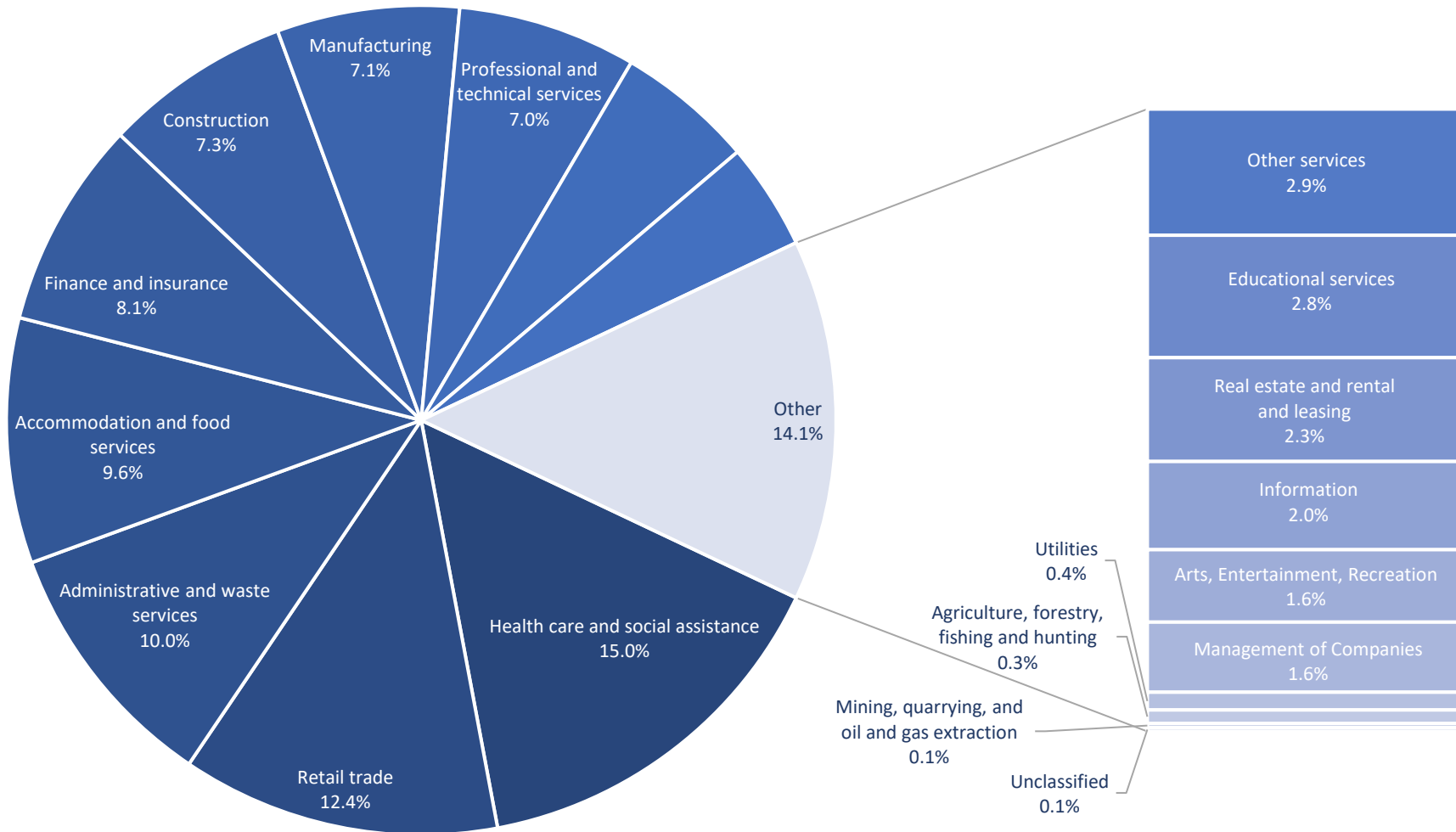
### Total Jobs, Maricopa County Employers, 2016-2021



## Employment

At the highest level of industry categorization, the largest employer in Maricopa County is the Health Care and Social Services industry.

### Share of Jobs by Industry, Maricopa County, September 2021



Within each of these industries are a number of sub-industries that provide a more detailed perspective on the employers that drive Maricopa County’s labor market.

**Table X: Industry Components, Health Care and Social Assistance**

| <b>Industry</b>  | <b>Establishments</b> | <b>Jobs</b>    | <b>Average Wages</b> |
|--|-----------------------|----------------|----------------------|
| <b>Health Care and Social Assistance</b>                         | <b>12,642</b>         | <b>279,983</b> | <b>\$62,608</b>      |
| General Medical and Surgical Hospitals                           | 94                    | 59,967         | \$74,305             |
| Offices of Physicians  | 3,336                 | 50,504         | \$99,221             |
| Home Health Care Services  | 411                   | 23,998         | \$32,746             |
| Services for the Elderly and Disabled                            | 535                   | 22,530         | \$24,666             |
| Offices of Dentists  | 1,867                 | 16,023         | \$58,583             |
| Child Day Care Services  | 511                   | 13,720         | \$20,136             |
| Nursing Care Facilities  | 129                   | 8,782          | \$49,312             |
| Continuing Care Retirement Communities                           | 102                   | 8,679          | \$36,962             |
| Assisted Living Facilities for the Elderly                       | 443                   | 8,669          | \$30,612             |
| Physical/Occupational/Speech Therapists & Audiologists Offices   | 581                   | 8,436          | \$43,994             |
| Offices of All Other Miscellaneous Health Practitioners          | 647                   | 7,118          | \$49,969             |
| Medical Laboratories   | 159                   | 6,803          | \$64,638             |
| Other Individual and Family Services                             | 288                   | 6,422          | \$42,852             |
| HMO Medical Centers  | 38                    | 6,288          | \$84,045             |
| Outpatient Mental Health and Substance Abuse Centers             | 185                   | 6,189          | \$55,302             |
| Residential Mental Health and Substance Abuse Facilities         | 150                   | 5,939          | \$49,083             |
| Residential Intellectual and Developmental Disability Facilities | 83                    | 5,474          | \$32,909             |

**Table X: Industry Components, Retail Trade**

| Industry  | Establishments | Jobs           | Average Wages   |
|---|----------------|----------------|-----------------|
| <b>Retail Trade</b>   | <b>10,493</b>  | <b>231,417</b> | <b>\$44,460</b> |
| Supermarkets and Other Grocery Stores                           | 457            | 37,755         | \$30,088        |
| Warehouse Clubs and Supercenters                                | 77             | 23,463         | \$33,610        |
| Electronic Shopping and Mail-Order Houses                       | 851            | 19,836         | \$57,241        |
| Other Direct Selling Establishments                             | 241            | 16,937         | \$16,840        |
| New Car Dealers   | 166            | 16,669         | \$85,246        |
| Department Stores   | 155            | 13,069         | \$25,584        |
| Home Centers  | 84             | 11,387         | \$31,883        |
| Pharmacies and Drug Stores                                      | 730            | 9,810          | \$57,725        |
| Gasoline Stations with Convenience Stores                       | 718            | 9,311          | \$31,737        |
| Used Car Dealers  | 291            | 8,338          | \$63,243        |
| Electronics Stores  | 342            | 6,934          | \$60,864        |
| Automotive Parts and Accessories Stores                         | 370            | 6,933          | \$44,363        |
| Used Merchandise Stores   | 159            | 6,847          | \$23,106        |
| All Other Miscellaneous Store Retailers (except Tobacco Stores) | 393            | 5,597          | \$42,889        |
| Sporting Goods Stores   | 267            | 4,380          | \$29,811        |

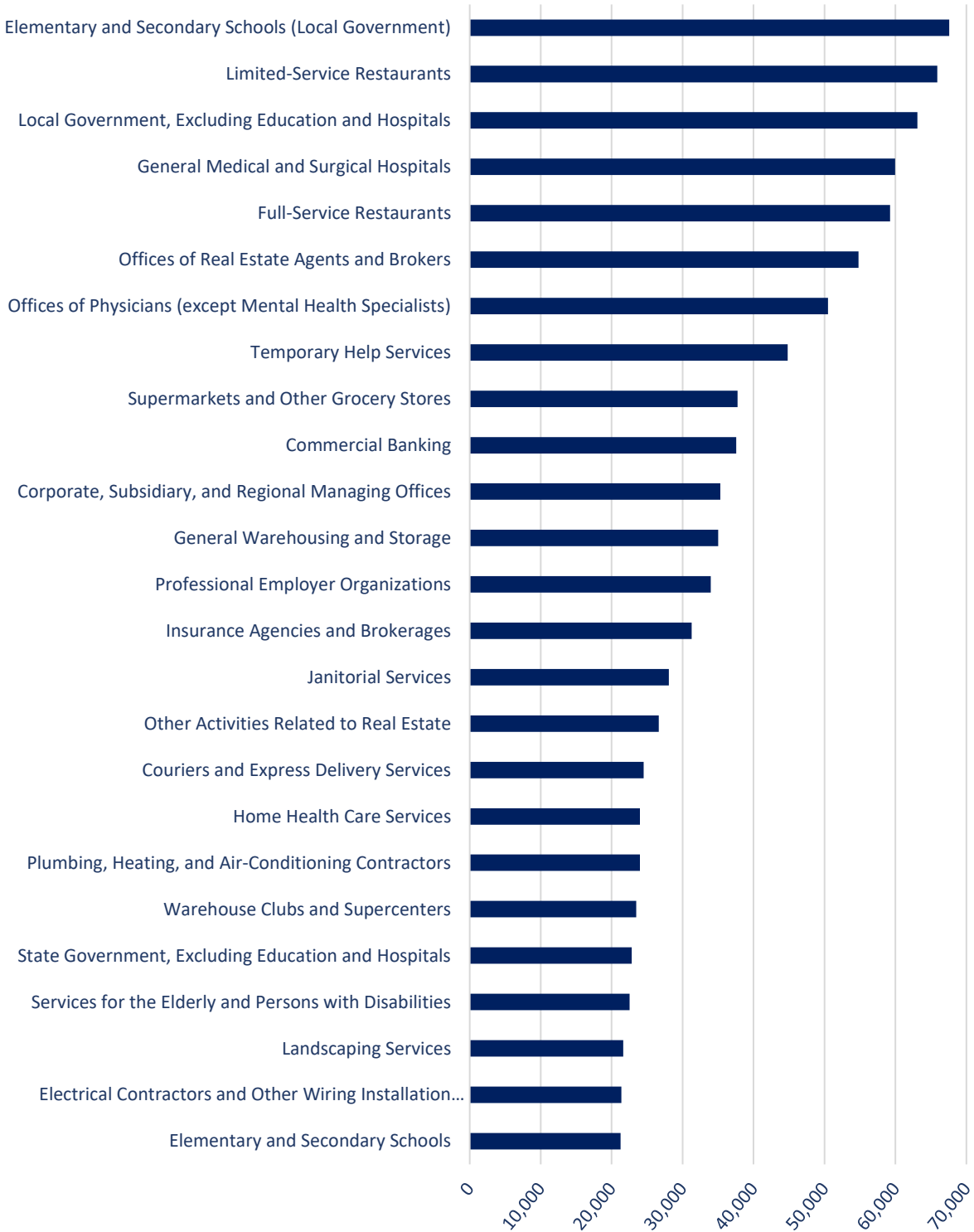


**Table X: Industry Components, Administrative and Waste Services**

| Industry  | Establishments | Jobs    | Average Wages |
|---|----------------|---------|---------------|
| <b>Administrative and Waste Services</b>              | 8,116          | 185,928 | \$48,100      |
| Temporary Help Services                               | 884            | 44,828  | \$42,539      |
| Professional Employer Organizations                   | 314            | 33,953  | \$46,118      |
| Janitorial Services                                   | 720            | 28,056  | \$22,556      |
| Landscaping Services                                  | 1,071          | 21,649  | \$35,165      |
| Office Administrative Services                        | 948            | 20,486  | \$60,131      |
| Telemarketing Bureaus and Other Contact Centers       | 217            | 16,435  | \$44,623      |
| Security Guards and Patrol Services                   | 170            | 12,493  | \$31,681      |
| Employment Placement Agencies                         | 438            | 6,702   | \$53,159      |
| Other Services to Buildings and Dwellings             | 557            | 5,904   | \$31,472      |
| Exterminating and Pest Control Services               | 348            | 4,009   | \$40,472      |
| All Other Support Services                            | 186            | 3,691   | \$40,857      |
| Security Systems Services (except Locksmiths)         | 167            | 3,197   | \$53,004      |
| Collection Agencies                                   | 110            | 2,620   | \$46,504      |
| Document Preparation Services                         | 94             | 2,386   | \$22,235      |
| All Other Travel Arrangement and Reservation Services | 84             | 2,353   | \$67,215      |
| Travel Agencies                                       | 170            | 2,156   | \$58,476      |
| Solid Waste Collection                                | 84             | 2,090   | \$48,928      |
| Telephone Answering Services                          | 36             | 1,794   | \$45,488      |
| Investigation Services                                | 84             | 1,787   | \$26,319      |

At a more detailed level, we can see the largest detailed industries in the county.

### Employment by Industry, Maricopa County, January 2022



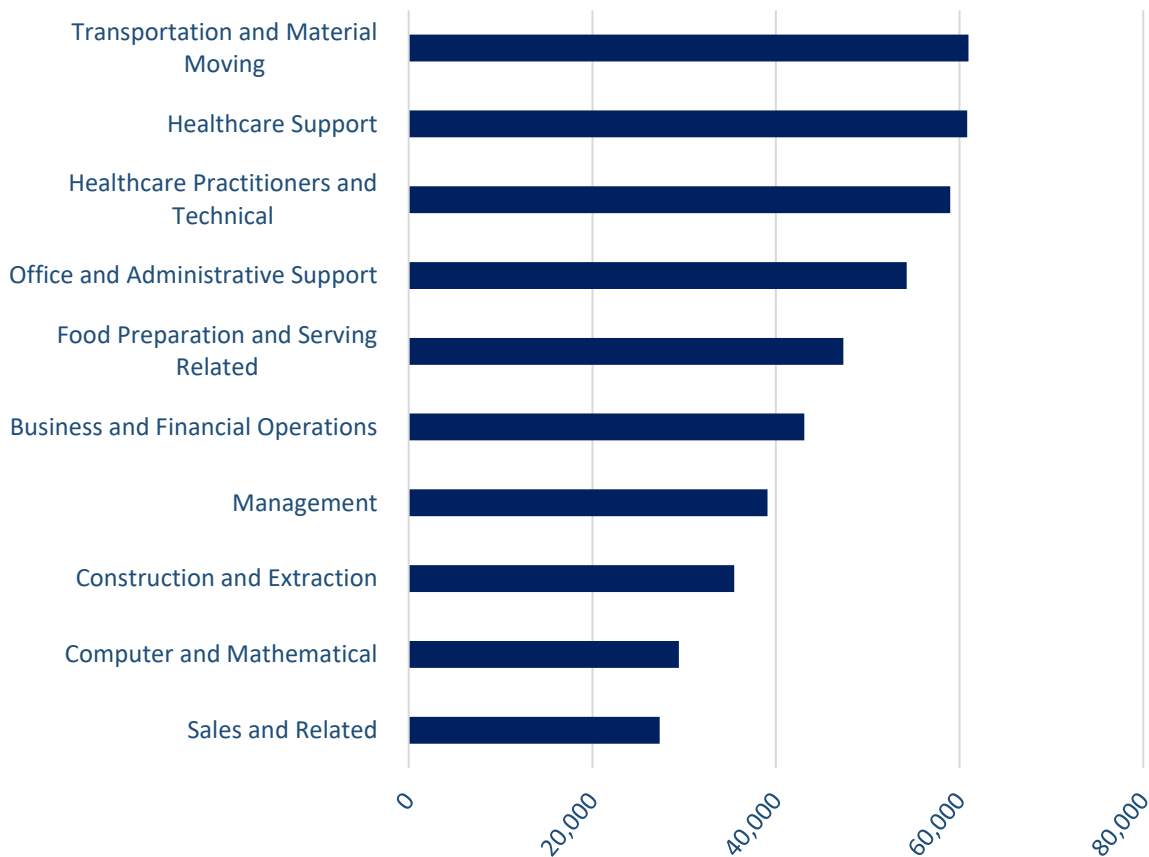
## Occupational Employment Projections

In a fashion similar to the way industries are organized into general categories and then subdivided into detailed sub-industries, occupations are organized into general “families” and eventually into detailed occupations.

Every two years, the Arizona Office of Economic Opportunity (OEO) projects employment levels for each occupation in the labor market information system over a ten-year period. These projections use a point two years in the past as the baseline. For example, in 2020, the 2018-2028 projections were issued, and in 2022, the 2020-2030 projections were released. These projections provide the workforce development system with perspective on in-demand occupations, and by extension, the skills and credentials that will best prepare jobseekers for the demands of the 21<sup>st</sup> Century workplace.

All 22 occupation families are projected to increase in size by 2030. In all, the OEO projects an additional 592,007 jobs in Maricopa County, led by an additional 60,954 transportation and material moving jobs and 60,834 health care support jobs. This 27.3% increase portends a significant challenge for the workforce development and educational ecosystems as they seek to better align their career services, occupational training and career-driven education strategies to the demands of the regional labor market.

### Projections, Top Ten Occupation Families, 2020-2030, Maricopa County



**Table X: Projections, Detailed Occupations, 2020-2030, Maricopa County, Top 100**

| Detailed Occupation                                     | 2020 Jobs | 2030 Jobs | Change | % Change | Openings |
|---|-----------|-----------|--------|----------|----------|
| Home Health and Personal Care Aides                     | 54,970    | 93,752    | 38,782 | 70.6%    | 128,491  |
| Registered Nurses                                       | 39,248    | 57,743    | 18,495 | 47.1%    | 43,635   |
| Customer Service Representatives                        | 83,428    | 99,289    | 15,861 | 19.0%    | 130,653  |
| Laborers and Freight, Stock, and Material Movers, Hand  | 47,310    | 63,068    | 15,758 | 33.3%    | 87,929   |
| Software Developers and QA Analysts and Testers         | 30,664    | 43,683    | 13,019 | 42.5%    | 39,870   |
| Cooks, Restaurant                                       | 20,542    | 32,235    | 11,693 | 56.9%    | 49,809   |
| Stockers and Order Fillers                              | 39,799    | 51,140    | 11,341 | 28.5%    | 81,573   |
| General and Operations Managers                         | 38,345    | 48,878    | 10,533 | 27.5%    | 46,281   |
| Medical Assistants                                      | 14,613    | 22,925    | 8,312  | 56.9%    | 30,039   |
| Waiters and Waitresses                                  | 28,609    | 36,654    | 8,045  | 28.1%    | 70,968   |
| Sales Representatives of Services                       | 23,940    | 31,260    | 7,320  | 30.6%    | 38,519   |
| Fast Food and Counter Workers                           | 32,139    | 39,384    | 7,245  | 22.5%    | 79,726   |
| Heavy and Tractor-Trailer Truck Drivers                 | 22,666    | 29,566    | 6,900  | 30.4%    | 35,304   |
| Construction Laborers                                   | 20,472    | 27,088    | 6,616  | 32.3%    | 29,704   |
| Security Guards   | 18,885    | 24,953    | 6,068  | 32.1%    | 34,654   |
| Market Research Analysts and Marketing Specialists      | 13,451    | 19,492    | 6,041  | 44.9%    | 21,983   |
| Medical Secretaries                                     | 12,560    | 18,338    | 5,778  | 46.0%    | 22,265   |
| Light Truck or Delivery Services Drivers                | 14,912    | 20,396    | 5,484  | 36.8%    | 24,684   |
| Other Project & Business Operation Specialists          | 23,344    | 28,823    | 5,479  | 23.5%    | 24,319   |
| Janitors and Cleaners                                   | 24,684    | 30,075    | 5,391  | 21.8%    | 41,669   |
| Office Clerks, General                                  | 33,038    | 38,280    | 5,242  | 15.9%    | 45,847   |
| Maintenance and Repair Workers, General                 | 19,981    | 24,808    | 4,827  | 24.2%    | 25,784   |
| Accountants and Auditors                                | 19,143    | 23,917    | 4,774  | 24.9%    | 23,528   |
| Nursing Assistants                                      | 9,792     | 14,536    | 4,744  | 48.5%    | 19,418   |
| Retail Salespersons                                     | 56,636    | 61,259    | 4,623  | 8.2%     | 86,272   |
| Landscaping and Groundskeeping Workers                  | 19,789    | 24,286    | 4,497  | 22.7%    | 32,873   |
| Industrial Truck and Tractor Operators                  | 10,120    | 14,594    | 4,474  | 44.2%    | 17,677   |
| Supervisors of Construction Trades & Extraction Workers | 13,241    | 17,611    | 4,370  | 33.0%    | 18,720   |
| Electricians  | 11,115    | 15,483    | 4,368  | 39.3%    | 17,994   |
| Passenger Vehicle Drivers                               | 8,847     | 13,169    | 4,322  | 48.9%    | 17,043   |
| Computer User Support Specialists                       | 15,029    | 19,288    | 4,259  | 28.3%    | 16,561   |
| Medical and Health Services Managers                    | 5,608     | 9,829     | 4,221  | 75.3%    | 10,072   |
| Financial Managers                                      | 10,281    | 14,495    | 4,214  | 41.0%    | 12,974   |

| Detailed Occupation                                      | 2020 Jobs | 2030 Jobs | Change | % Change | Openings |
|--|-----------|-----------|--------|----------|----------|
| Supervisors of Food Preparation and Serving Workers      | 13,428    | 17,563    | 4,135  | 30.8%    | 26,840   |
| Carpenters   | 14,847    | 18,952    | 4,105  | 27.7%    | 19,578   |
| Management Analysts                                      | 13,153    | 17,192    | 4,039  | 30.7%    | 17,648   |
| Supervisors of Office & Administrative Support Workers   | 24,332    | 28,359    | 4,027  | 16.6%    | 29,904   |
| Sales Representatives, Wholesale and Manufacturing       | 18,710    | 22,498    | 3,788  | 20.3%    | 23,801   |
| Receptionists and Information Clerks                     | 14,626    | 18,369    | 3,743  | 25.6%    | 24,347   |
| Nurse Practitioners                                      | 3,400     | 7,114     | 3,714  | 109.2%   | 6,459    |
| Human Resources Specialists                              | 11,661    | 15,365    | 3,704  | 31.8%    | 16,344   |
| Teaching Assistants, Except Postsecondary                | 15,173    | 18,779    | 3,606  | 23.8%    | 19,132   |
| Clinical Laboratory Technologists and Technicians        | 6,857     | 10,368    | 3,511  | 51.2%    | 8,927    |
| Billing and Posting Clerks                               | 9,078     | 12,152    | 3,074  | 33.9%    | 13,943   |
| Substance, Behavioral Disorder & Mental Counselors       | 4,795     | 7,810     | 3,015  | 62.9%    | 8,800    |
| Bookkeeping, Accounting, and Auditing Clerks             | 20,955    | 23,929    | 2,974  | 14.2%    | 27,584   |
| Maids and Housekeeping Cleaners                          | 9,566     | 12,488    | 2,922  | 30.6%    | 17,508   |
| Preschool Teachers, Except Special Education             | 5,858     | 8,705     | 2,847  | 48.6%    | 10,080   |
| Elementary School Teachers, Except Special Education     | 14,427    | 17,262    | 2,835  | 19.7%    | 14,047   |
| Bartenders   | 7,161     | 9,975     | 2,814  | 39.3%    | 17,078   |
| Physicians, All Other; and Ophthalmologists              | 7,012     | 9,769     | 2,757  | 39.3%    | 5,051    |
| Plumbers, Pipefitters, and Steamfitters                  | 8,088     | 10,733    | 2,645  | 32.7%    | 12,156   |
| Training and Development Specialists                     | 8,154     | 10,744    | 2,590  | 31.8%    | 11,228   |
| Supervisors-Transportation & Material Moving Workers     | 8,879     | 11,440    | 2,561  | 28.8%    | 13,311   |
| Dental Assistants  | 5,606     | 8,164     | 2,558  | 45.6%    | 10,527   |
| HVAC and Refrigeration Mechanics and Installers          | 7,712     | 10,266    | 2,554  | 33.1%    | 10,992   |
| Computer Systems Analysts                                | 10,030    | 12,502    | 2,472  | 24.7%    | 10,213   |
| Hairdressers, Hairstylists, and Cosmetologists           | 10,152    | 12,574    | 2,422  | 23.9%    | 14,754   |
| Construction Managers                                    | 6,356     | 8,772     | 2,416  | 38.0%    | 7,804    |
| Lawyers  | 8,729     | 11,120    | 2,391  | 27.4%    | 6,980    |
| Loan Officers  | 9,031     | 11,420    | 2,389  | 26.5%    | 10,150   |
| Securities, Commodities, Financial Services Sales Agents | 8,415     | 10,759    | 2,344  | 27.9%    | 10,506   |
| Computer and Information Systems Managers                | 8,654     | 10,993    | 2,339  | 27.0%    | 9,517    |
| Dining Room/Cafeteria Attendants & Bartender Helpers     | 6,620     | 8,930     | 2,310  | 34.9%    | 15,749   |
| Claims Adjusters, Examiners, and Investigators           | 12,051    | 14,344    | 2,293  | 19.0%    | 12,260   |
| Licensed Practical and Licensed Vocational Nurses        | 4,771     | 7,059     | 2,288  | 48.0%    | 6,752    |
| Hosts and Hostesses-Restaurant, Lounge, Coffee Shop      | 6,681     | 8,873     | 2,192  | 32.8%    | 20,165   |

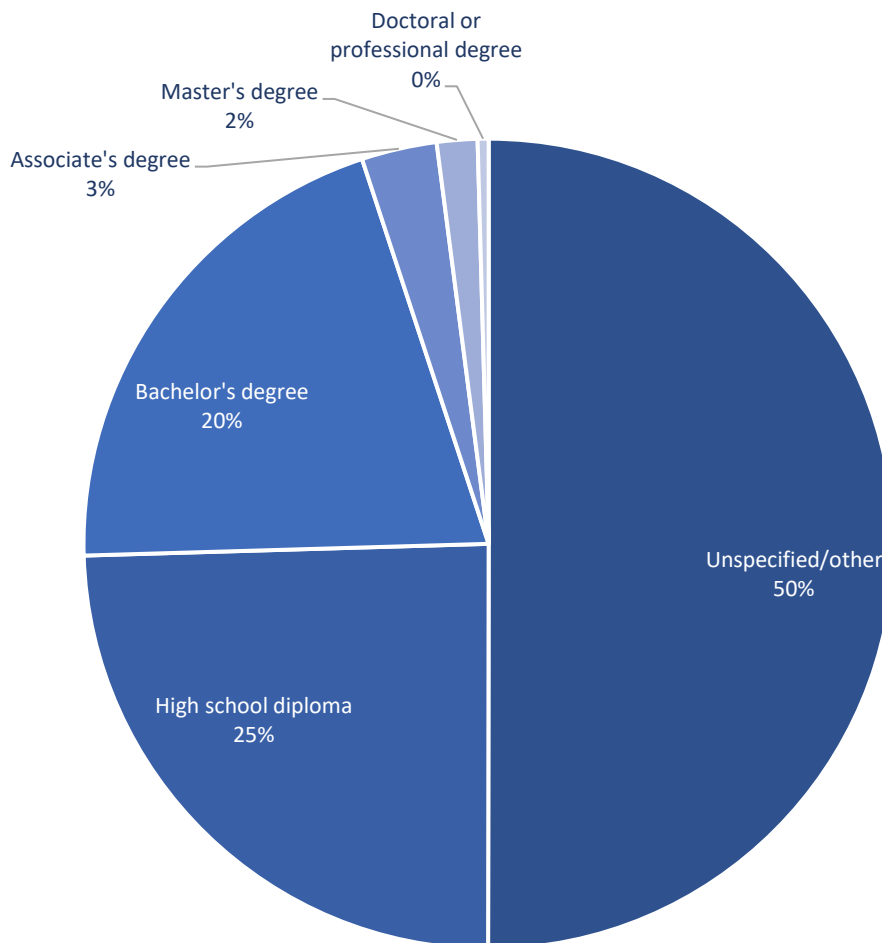
| Detailed Occupation                                    | 2020 Jobs | 2030 Jobs | Change | % Change | Openings |
|--|-----------|-----------|--------|----------|----------|
| Other Medical Dosimetrists, Records Specs, Technicians | 5,132     | 7,302     | 2,170  | 42.3%    | 6,539    |
| Automotive Service Technicians and Mechanics           | 11,056    | 13,219    | 2,163  | 19.6%    | 14,005   |
| Childcare Workers                                      | 9,127     | 11,262    | 2,135  | 23.4%    | 16,118   |
| Secondary School Teachers                              | 10,201    | 12,304    | 2,103  | 20.6%    | 9,651    |
| Social and Human Service Assistants                    | 4,615     | 6,694     | 2,079  | 45.1%    | 8,600    |
| Fitness Trainers and Aerobics Instructors              | 4,892     | 6,955     | 2,063  | 42.2%    | 11,155   |
| Dishwashers  | 6,503     | 8,543     | 2,040  | 31.4%    | 13,988   |
| Sales Managers   | 8,354     | 10,330    | 1,976  | 23.7%    | 9,732    |
| Insurance Sales Agents                                 | 6,651     | 8,623     | 1,972  | 29.7%    | 8,788    |
| Production, Planning, and Expediting Clerks            | 6,145     | 8,105     | 1,960  | 31.9%    | 9,133    |
| Information Security Analysts                          | 3,491     | 5,450     | 1,959  | 56.1%    | 5,118    |
| Painters, Construction and Maintenance                 | 5,868     | 7,804     | 1,936  | 33.0%    | 7,794    |
| Driver/Sales Workers                                   | 5,646     | 7,548     | 1,902  | 33.7%    | 9,076    |
| Secretaries and Administrative Assistants              | 27,440    | 29,289    | 1,849  | 6.7%     | 32,120   |
| Substitute Teachers, Short-Term                        | 6,085     | 7,921     | 1,836  | 30.2%    | 9,768    |
| Nonfarm Animal Caretakers                              | 3,679     | 5,508     | 1,829  | 49.7%    | 8,590    |
| Paralegals and Legal Assistants                        | 5,338     | 7,144     | 1,806  | 33.8%    | 8,434    |
| Supervisors of Mechanics, Installers, and Repairers    | 7,909     | 9,714     | 1,805  | 22.8%    | 9,601    |
| Psychiatric Technicians                                | 3,156     | 4,948     | 1,792  | 56.8%    | 4,640    |
| Miscellaneous Assemblers and Fabricators               | 14,223    | 15,997    | 1,774  | 12.5%    | 18,324   |
| Pharmacy Technicians                                   | 6,597     | 8,359     | 1,762  | 26.7%    | 7,017    |
| Cooks, Institution and Cafeteria                       | 5,078     | 6,825     | 1,747  | 34.4%    | 10,343   |
| Other Personal Service Mgrs.; Entertainment/Recreation | 7,195     | 8,932     | 1,737  | 24.1%    | 7,561    |
| Radiologic Technologists                               | 3,760     | 5,488     | 1,728  | 46.0%    | 4,977    |
| Physical Therapists                                    | 2,972     | 4,694     | 1,722  | 57.9%    | 3,276    |
| Respiratory Therapists                                 | 2,404     | 4,076     | 1,672  | 69.6%    | 3,182    |
| Other Financial Analysts and Risk Specialists          | 6,273     | 7,918     | 1,645  | 26.2%    | 6,941    |
| Physical Therapist Assistants                          | 2,375     | 4,017     | 1,642  | 69.1%    | 5,423    |
| Bus Drivers, Transit and Intercity                     | 3,120     | 4,760     | 1,640  | 52.6%    | 6,193    |
| Interpreters and Translators                           | 2,827     | 4,449     | 1,622  | 57.4%    | 5,020    |
| Food Preparation Workers                               | 9,397     | 11,018    | 1,621  | 17.3%    | 19,025   |
| Educational, Guidance, School, Vocational Counselors   | 6,055     | 7,615     | 1,560  | 25.8%    | 7,834    |
| Administrative Services and Facilities Managers        | 5,982     | 7,538     | 1,556  | 26.0%    | 6,853    |

## In-Demand Skills

While traditional labor market data, as presented in this analysis, provides an invaluable perspective on the labor market in which the individuals we serve are attempting to build careers, another complementary perspective can be had by looking at the real-time priorities of employers in Maricopa County. JobsEQ is a third-party platform from Chmura Economics that aggregates online job postings from employers in all industries across Maricopa County and allows us to query for the prevalence of specified skills or credentials in job postings from April 2021 to March 2022.

It is notable that in spite of the traditional focus of educational and workforce development practitioners and analysts on the role of postsecondary degrees in opening doors for quality career opportunities, a majority of job postings over the previous year did not specify a minimum educational level.

**Educational Requirements, Job Postings, Maricopa County**



**Table X: Employers by Number of Postings, Top 25**

| <b>Employer</b>                           | <b>Postings</b> |
|---|-----------------|
| HonorHealth                               | 10,124          |
| Wells Fargo                               | 8,588           |
| Banner Health                             | 7,749           |
| Deloitte                                  | 5,250           |
| Aerotek                                   | 5,118           |
| Honeywell                                 | 4,363           |
| Walgreens                                 | 4,252           |
| Intel                                     | 3,933           |
| Mesa Public Schools                       | 3,922           |
| Humana                                    | 3,856           |
| Arizona State                             | 3,812           |
| Allied universal                          | 3,326           |
| Goodwill of Central and Northern Arizona  | 3,255           |
| LOWES                                     | 3,130           |
| American Express                          | 3,118           |
| General Dynamics - Information Technology | 2,872           |
| Tenet Health                              | 2,794           |
| United Health Group                       | 2,666           |
| Bashas'                                   | 2,590           |
| Robert Half                               | 2,575           |
| KROGER                                    | 2,497           |
| Amazon                                    | 2,475           |
| Paradise Valley Unified School District   | 2,454           |
| Maricopa County                           | 2,407           |
| CVS Health                                | 2,281           |



**Table X: Employability Skills by Number of Postings, Maricopa County, Top 25**

| <b>Employability Skill</b>                                   | <b>Postings</b> |
|--|-----------------|
| Verbal and Written Communication Skills                      | 351,160         |
| Cooperative/Team Player                                      | 206,176         |
| Customer Service   | 159,130         |
| Organization   | 97,483          |
| Problem Solving  | 94,391          |
| Detail Oriented/Meticulous                                   | 87,532          |
| Adaptability/Flexibility/Tolerance of Change and Uncertainty | 82,542          |
| Self-Motivated/Ability to Work Independently/Self Leadership | 81,786          |
| Ability to Work in a Fast-Paced Environment                  | 78,950          |
| Interpersonal Relationships/Maintain Relationships           | 72,647          |
| Supervision/Management                                       | 64,578          |
| Analytical   | 55,579          |
| Prioritize   | 50,613          |
| Multi-Task   | 46,335          |
| Project Management   | 40,964          |
| Leadership   | 40,416          |
| Time Management/Time Utilization                             | 40,306          |
| Good Judgment  | 38,273          |
| Punctual   | 36,219          |
| Listening  | 35,634          |
| Initiative   | 34,622          |
| Work Ethic/Hard Working                                      | 32,366          |
| Confidentiality/Information Sensitivity                      | 27,316          |
| Optimism/Positive Attitude                                   | 26,137          |
| Negotiation  | 26,034          |

**Table X: Technical Skills by Number of Postings, Top 40**

| Technical Skill                        | Postings |
|--|----------|
| Microsoft Excel                        | 72,581   |
| Microsoft Office                       | 67,070   |
| Ability to Lift 41-50 lbs.             | 30,529   |
| Microsoft Outlook                      | 29,793   |
| Microsoft PowerPoint                   | 26,207   |
| Microsoft Word                         | 24,608   |
| Agile                                  | 22,714   |
| Ability to Lift 51-100 lbs.            | 22,087   |
| Sales                                  | 21,084   |
| Structured Query Language (SQL)        | 19,640   |
| Retail Sales                           | 19,067   |
| Teaching/Training, School              | 17,778   |
| Spanish                                | 16,271   |
| English                                | 16,238   |
| Personal Computers (PC)                | 15,980   |
| Presentation                           | 15,874   |
| Finance                                | 15,503   |
| Computer Programming/Coding            | 15,309   |
| Cash Handling (Cashier)                | 14,519   |
| Ability to Lift 21-30 lbs.             | 14,301   |
| Java                                   | 14,078   |
| Python                                 | 13,985   |
| Customer Relationship Management (CRM) | 13,228   |
| Mathematics                            | 13,005   |
| Bilingual                              | 12,395   |
| Salesforce                             | 11,932   |
| Manufacturing                          | 11,447   |
| Clinical Research                      | 11,150   |
| Merchandising                          | 10,541   |
| Change Management                      | 10,506   |
| Amazon Web Services (AWS)              | 10,382   |
| Oracle                                 | 10,217   |
| Information Security                   | 9,997    |
| Linux                                  | 9,916    |
| Ability to Lift 31-40 lbs.             | 9,827    |
| Microsoft Azure                        | 9,724    |
| Teaching/Training, Job                 | 9,569    |
| Marketing                              | 9,529    |
| Plumbing                               | 8,845    |
| JavaScript                             | 8,702    |

**Table X: Certifications by Number of Postings, Top 40**

| Certification  | Postings |
|--|----------|
| Driver's License   | 18,309   |
| Certification in Cardiopulmonary Resuscitation (CPR)                   | 13,249   |
| Registered Nurse (RN)  | 10,618   |
| Basic Life Support (BLS)   | 10,373   |
| First Aid Certification  | 6,248    |
| Advanced Cardiac Life Support Certification (ACLS)                     | 4,203    |
| Certified Nursing Assistant (CNA)                                      | 3,009    |
| Certified Public Accountant (CPA)                                      | 2,805    |
| Secret Clearance   | 2,765    |
| Commercial Driver's License (CDL)                                      | 2,688    |
| Project Management Professional (PMP)                                  | 2,383    |
| Licensed Practical Nurse (LPN)   | 2,261    |
| Medical Assistant Certification (MA)                                   | 1,942    |
| Certified Information Systems Security Professional (CISSP)            | 1,627    |
| Class A Commercial Driver's License (CDL-A)                            | 1,529    |
| Pediatric Advanced Life Support (PALS)                                 | 1,510    |
| Child Development Associate (CDA)                                      | 1,378    |
| The American Registry of Radiologic Technologists (ARRT) Certification | 1,234    |
| Emergency Medical Technician (EMT)                                     | 1,185    |
| Certified Information Systems Auditor (CISA)                           | 1,134    |
| Licensed Clinical Social Worker (LCSW)                                 | 991      |
| Certified Pharmacy Technician (CPT)                                    | 775      |
| Licensed Professional Counselor (LPC)                                  | 760      |
| Cisco Certified Network Associate (CCNA)                               | 738      |
| Certified Information Security Manager (CISM)                          | 721      |

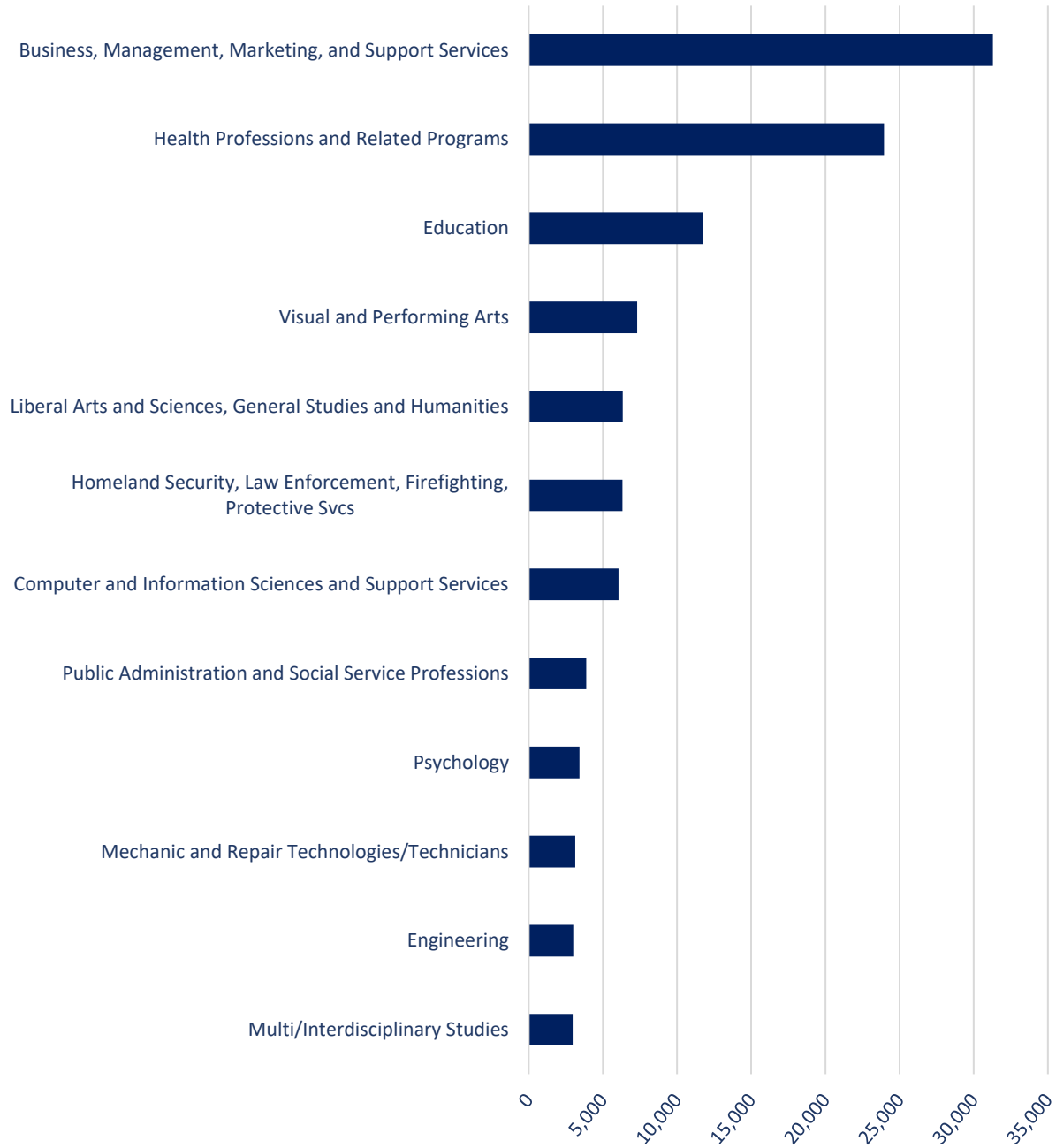
## Talent Pipeline

Seventy-three Maricopa County institutions awarded degrees and/or certificates in the 2020 academic year. Of those, 46 offer degrees. Fifty-nine offer certificate programs.

**Table X: Awards by Institution, Maricopa County, Top 20**

| Institution                                  | Degrees     | Certificates | Total Awards |
|--|-------------|--------------|--------------|
| University of Phoenix-Arizona                | 21,673      | 6,430        | 28,103       |
| Grand Canyon University                      | 25,539      | 382          | 25,921       |
| Arizona State University Campus Immersion    | 19,593      | 1,433        | 21,026       |
| Arizona State University Digital Immersion   | 9,821       | 250          | 10,071       |
| Rio Salado College                           | 866         | 4,707        | 5,573        |
| Glendale Community College                   | 2,080       | 2,389        | 4,469        |
| Mesa Community College                       | 2,131       | 2,230        | 4,361        |
| American InterContinental University         | 3,091       | 33           | 3,124        |
| Chandler-Gilbert Community College           | 1,271       | 1,395        | 2,666        |
| Estrella Mountain Community College          | 1,111       | 1,093        | 2,204        |
| Phoenix College                              | 1,112       | 1,068        | 2,180        |
| Paradise Valley Community College            | 766         | 924          | 1,690        |
| Scottsdale Community College                 | 883         | 625          | 1,508        |
| GateWay Community College                    | 648         | 789          | 1,437        |
| Midwestern University-Glendale               | 1,198       | Not Offered  | 1,198        |
| South Mountain Community College             | 522         | 487          | 1,009        |
| Universal Technical Institute of Arizona Inc | 698         | 260          | 958          |
| Sonoran Desert Institute                     | 418         | 237          | 655          |
| Refrigeration School Inc                     | 57          | 588          | 645          |
| Universal Technical Institute of Arizona     | Not Offered | 620          | 620          |

## Awards by Program Category, Maricopa County Institutions, 2020



**Table X: Awards by Program Category, Maricopa County, Top 25**

| <b>Program Category</b>   | <b>Degrees</b> | <b>Certificates</b> | <b>Total Awards</b> |
|---|----------------|---------------------|---------------------|
| Business, Management, Marketing, and Support Services             | 23,817         | 7,481               | 31,298              |
| Health Professions and Related Programs                           | 18,275         | 5,674               | 23,949              |
| Education   | 11,413         | 363                 | 11,776              |
| Visual and Performing Arts  | 1,555          | 5,762               | 7,317               |
| Liberal Arts and Sciences, General Studies and Humanities         | 6,340          | 4                   | 6,344               |
| Homeland Security, Law Enforcement, Firefighting, Protective Svcs | 3,691          | 2,630               | 6,321               |
| Computer and Information Sciences and Support Services            | 4,189          | 1,863               | 6,052               |
| Public Administration and Social Service Professions              | 3,682          | 193                 | 3,875               |
| Psychology  | 3,191          | 236                 | 3,427               |
| Mechanic and Repair Technologies/Technicians                      | 1,201          | 1,933               | 3,134               |
| Engineering   | 2,973          | 19                  | 2,992               |
| Multi/Interdisciplinary Studies                                   | 1,660          | 1,308               | 2,968               |
| Communication, Journalism, and Related Programs                   | 2,281          | 85                  | 2,366               |
| Culinary, Entertainment, and Personal Services                    | 72             | 2,122               | 2,194               |
| Social Sciences   | 1,757          | 122                 | 1,879               |
| Biological and Biomedical Sciences                                | 1,868          | 5                   | 1,873               |
| Physical Sciences   | 1,278          | 4                   | 1,282               |
| Legal Professions and Studies                                     | 994            | 202                 | 1,196               |
| Parks, Recreation, Leisure, Fitness, and Kinesiology              | 759            | 274                 | 1,033               |
| Engineering/Engineering-related Technologies/Technicians          | 483            | 418                 | 901                 |
| English Language and Literature/Letters                           | 871            | 22                  | 893                 |
| Family and Consumer Sciences/Human Sciences                       | 747            | 77                  | 824                 |
| Agricultural/Animal/Plant/Veterinary Science and Related Fields   | 212            | 374                 | 586                 |
| Communications Technologies/Technicians and Support Services      | 159            | 389                 | 548                 |
| Precision Production  | 8              | 539                 | 547                 |

**Table X: Business, Management, Marketing and Support Services, Maricopa County**

| CIP     | Program  | Degrees | Certificates | Total Awards |
|---------|--|---------|--------------|--------------|
| 52.0201 | Business Administration and Management, General              | 15,610  | 1,103        | 16,713       |
| 52.0301 | Accounting   | 1,494   | 197          | 1,691        |
| 52.9999 | Other Business, Management, Marketing, and Support Services, | 1,429   | 33           | 1,462        |
| 52.1001 | Human Resources Management/Personnel Administration, General | 265     | 1,181        | 1,446        |
| 52.1301 | Management Science   | 1,027   | 291          | 1,318        |
| 52.0411 | Customer Service Support/Call Center/Teleservice Operation   | 1       | 1,188        | 1,189        |
| 52.0101 | Business/Commerce, General                                   | 107     | 1,059        | 1,166        |
| 52.0213 | Organizational Leadership                                    | 666     | 253          | 919          |
| 52.1401 | Marketing/Marketing Management, General                      | 597     | 318          | 915          |
| 52.0801 | Finance, General   | 598     | 136          | 734          |

**Table X: Business, Management, Marketing and Support Services, Maricopa County**

| CIP     | Program   | Degrees | Certificates | Total Awards |
|---------|---|---------|--------------|--------------|
| 51.3801 | Registered Nursing/Registered Nurse                           | 8,307   | 52           | 8,359        |
| 51.0702 | Hospital and Health Care Facilities Administration/Management | 1,884   | 26           | 1,910        |
| 51.0801 | Medical/Clinical Assistant                                    | 99      | 1,185        | 1,284        |
| 51.3802 | Nursing Administration  | 1,129   | 2            | 1,131        |
| 51.0701 | Health/Health Care Administration/Management                  | 904     | 30           | 934          |
| 51.0904 | Emergency Medical Technology/Technician (EMT Paramedic)       | 86      | 808          | 894          |
| 51.0707 | Health Information/Medical Records Technology/Technician      | 83      | 733          | 816          |
| 51.1508 | Mental Health Counseling/Counselor                            | 619     | 69           | 688          |
| 51.3902 | Nursing Assistant/Aide and Patient Care Assistant/Aide        | 0       | 537          | 537          |
| 51.1501 | Substance Abuse/Addiction Counseling                          | 339     | 119          | 458          |







**PARTNERSHIP FOR  
WORKFORCE INNOVATION**

*Making The World of Work Understandable*



**Maricopa County Workforce  
Development Board  
Values Survey  
Results**

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## Introduction/Overview

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A survey of Maricopa County Workforce Development Board members was conducted from March 7 through 13 as a component of the board’s strategic planning efforts. The inputs of the board’s Executive Committee provided the framework and preliminary content for the survey, which was designed to engage the full board in the establishment of values and protocols that will govern the work of the board as it pursues its mission. Thirteen board members submitted full responses to the survey.

In the first section of the survey, terms and phrases were organized into four categories based on the outputs of the Executive Committee workshops. Respondents were asked to select up to two terms from each category. In the second section, twelve statements were offered, and respondents indicated a preference for up to three of them.

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## Questions and Top Responses

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**Table 1: Category 1: Effectiveness and Impact**

| Response                         | Percentage of Responses |
|----------------------------------|-------------------------|
| Impact                           | 37.0%                   |
| Effectiveness                    | 22.2%                   |
| Excellence                       | 14.8%                   |
| Accomplishments above Activities | 11.1%                   |
| Courage to tackle big challenges | 7.4%                    |
| Compliance                       | 7.4%                    |

**Table 2: Integrity and Credibility**

| Response            | Percentage of Responses |
|---------------------|-------------------------|
| Integrity           | 38.5%                   |
| Credibility         | 34.6%                   |
| Competence          | 11.5%                   |
| Continuous learning | 11.5%                   |
| Accuracy of work    | 3.8%                    |

**Table 3: Responsibility and Stewardship**

| Response               | Percentage of Responses |
|------------------------|-------------------------|
| Partnerships           | 38.5%                   |
| Innovation             | 23.1%                   |
| Efficiency             | 15.4%                   |
| Continuous improvement | 7.7%                    |
| Wisdom                 | 7.7%                    |
| Responsibility         | 7.7%                    |

**Table 4: Inclusion and Quality Interactions**

| Response                     | Percentage of Responses |
|------------------------------|-------------------------|
| Inclusion                    | 19.2%                   |
| Respect for those we serve   | 15.4%                   |
| Collaboration                | 15.4%                   |
| Accountability to each other | 11.5%                   |
| Dignity                      | 7.7%                    |
| Empowerment                  | 7.7%                    |
| Service Attitude             | 7.7%                    |
| Respect for each other       | 3.8%                    |
| Teamwork                     | 3.8%                    |
| Honesty                      | 3.8%                    |
| Diversity                    | 3.8%                    |

**Table 5: Values Statements**

| <b>Response</b>   | <b>Percentage of Responses</b> |
|---|--------------------------------|
| We always to seek to maximize the impact of our work on the individuals we serve.       | 19.0%                          |
| We create impact through partnerships.  | 16.7%                          |
| The principles of honesty, dignity and respect govern our interactions with each other. | 11.9%                          |
| We protect the integrity of this body via compliance with governing policies.           | 11.9%                          |
| Every activity is carried out with a commitment to excellence.                          | 11.9%                          |
| The individual strengths of board members are leveraged for the good of the body.       | 7.1%                           |
| We exhibit the courage to take on big challenges.                                       | 4.8%                           |
| We value innovation.  | 4.8%                           |
| Our actions always enhance the credibility of this body.                                | 4.8%                           |
| We are accountable to each other.   | 2.4%                           |
| Every individual associated with this board is treated with dignity and respect.        | 2.4%                           |
| We are never satisfied and are committed to continuous improvement.                     | 2.4%                           |

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## Summary and Key Findings

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- The board prioritizes impact and wants to engage in work that makes a difference.
- The board wants to develop standing as an authoritative voice on workforce-related issues in Maricopa County and to protect that standing via a culture of integrity and competence.
- The board sees partnerships as the primary vehicle for accomplishing its mission and values its commitment to collaboration.
- The boards want its work model to incorporate the concepts of inclusion and respect.
- The board is motivated by its impact on individual lives and communities.
- The board is committed to integrity and to protecting its credibility by ensuring compliance with governing policies.