



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

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

Thursday, March 31, 2022 – 9:00 a.m.

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

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

The Agenda for the meeting is as follows:

**Indicates materials attached, please review/read prior to meeting.*

1. Call to order.

2. Roll Call.

3. Welcome and Opening Remarks.

4. Consent Agenda.

For Possible Action.

The Committee will consider and vote on the items on the consent agenda. Consent agenda is established to efficiently dispense the business of the MCWDB. These items will not be discussed unless a Member of the Committee asks to remove the item from the consent agenda.

- a. Meeting Minutes: February 9, 2022*
 - b. 2022 Title IA Governance Monitoring Letter- 1st Quarter*
-

5. Chairman Report.

Discussion Only.

6. Information/Discussion/Possible Action.

- a. Fiscal Reports*
 - b. One-Stop Operator Contract Extension*
 - c. One-Stop Operator Procurement
-

7. Information/Discussion Only.

- a. Strategic Plan Workshop*
 - b. One-Stop Operator Needs Assessment Analysis*
-

8. Call to Public.

9. Adjourn.

NEXT MCWDB EXECUTIVE COMMITTEE MEETING: MAY 19, 2022

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

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



Consent Agenda.

Meeting Minutes



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

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

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

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

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

Members Absent:

MEETING

Call to Order.

Chairman Matt McGuire called the meeting to order at 9:00 a.m. and requested a roll call vote.

Roll Call.

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

Welcome and Opening Remarks.

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

Consent Agenda.

Meeting Minutes: January 20, 2022

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

Chairman McGuire called for an all-in favor vote:

In Favor: Bonnie Schirato, Erik Cole, Loren Granger, and Matt McGuire

Opposed: None

Abstained: None

Motion passed.

Chairman Report.

No Report.

Informational/Discussion Only.

Strategic and Local Plans Workshop.

Chairman McGuire introduced CEO for Partnership for Workforce Innovation Trevor Stokes.

Mr. Stokes shared his expectations for the development of the MCWDB Strategic Plan for the Committee's consideration. Those points included:

- Meeting Objectives
 - o Development of Draft Vision Statement
 - o Development of Draft Mission Statement
 - o Workshop Summary Report

- The Local Workforce Development Board Roles and Responsibilities
 - o The Convener: Brings partners together, align services and vision
 - o The Strategist: Understanding Trends, Setting the Collective Vision
 - o The Optimizer: Use Data to Drive Decisions, Continuous Improvement
 - o The Manager: Design and Manage Customer-Centered Service Delivery

- Strategic Planning Lifecycle
 - o Mission
 - o Vision
 - o Goals
 - o Strategies
 - o Tactics
 - o Metrics
 - o Evaluation

Mr. Stokes then proceeded to engage with the Committee on the following questions for development of the meeting's objectives.

Why do you serve on this body?

Executive Committee Member Erik Cole

- Board Member: 1 year
- Works at ASU Downtown Campus with a focus on community solutions, including workforce opportunities.
- Important to take a collaborative approach to direct services, rather than working in silos.

MCWDB Member Leah Hill

- Board Member: Under a 1 year
- 15 years of experience in workforce, specific to healthcare
- Would like to see the ARIZONA@WORK at the forefront of workforce services.

Executive Committee Member Shawn Hutchinson

- Board Member: Since 2008
- Importance of understanding the WIOA and the opportunities, which may take years.
- Appreciates the diversity of the current Board's professional experience, only missing the marketing expertise.
- Appreciate the great quality of the current MCWDB staff.

MCWDB Executive Director Steve Clark

- Thank you for the positive comments on the MCWDB staff.
- Importance for the MCWDB staff to carry out the MCWDB Board's direction and to build relationships with our various partners.

Executive Committee Member Loren Granger

- Board Member: 2 years
- Professional focus on staffing, including diverse talent, low income, veteran talent, and local job seekers. Provides job seekers with additional coaching during interview process to help them to better their interview skills.

Executive Committee Member Bonnie Schirato

- Chief Healthcare Officer for Trinity Healthcare, one primary focus being the Silver Sneakers.
- Prior to the pandemic, MCWDB was discussing the upcoming workforce shortages. Now the pandemic has moved the shortages that much further.

Executive Committee Chairman Matt McGuire

- Chairman: Little less than 1 year
- Philosophy of “progress over perfection”
- 6 years Human Resources experience at Chance Healthcare
- Excited to make a difference in the community.
- Concurs with Lorne on the importance of diversity in workforce.

Describe the Maricopa County Workforce Board in its ideal state.

Mr. Stokes noted that the idea is to not change the MCWDB but simply how to improve it.

Executive Committee Chairman Matt McGuire

- Looks forward to in-person meetings for building relationships
- The MCWDB had previously needed to focus on compliance, however, now would like to see the bulk of time spent on innovative ways to improve services to jobseekers and employers. (Example: Marketing)

Executive Committee Member Shawn Hutchinson

- Concurs that in-person meetings allow for better relationship building.
- Becoming the primary workforce source for job seekers, as the foundation is there to meet this goal.

Executive Committee Member Bonnie Schirato

- Becoming the primary workforce source for job seekers and employers when they come to our community.
- Continue to build trust and relationships.
- Being a Board that sets the direction, clear the path, and get out of the way.

Executive Committee Member Erik Cole

- Previous comments have been spot on.
- Being a Board that is agile, informed, and reliable.
- Marketing
- Focus on client needs, including non-standard services.
- Favorite part of MCWDB meetings is the success stories.

Executive Committee Member Loren Granger

- Main focus being the primary resource for job seekers.
- Remain compliance focused.
- Ensuring that the One-Stop Operator is doing what needs to be done.

MCWDB Member Leah Hill

- Focus on innovative ideas to get ahead of the curve.
- Planning for future opportunities and strategies, as to be prepared for a similar situation as the pandemic effected workforce.
- Filling the pipelines and filling the employment needs before the need arrives.

MCWDB Executive Director Steve Clark

- Would like to see a focus on data to measure our successes.
 - o Creating performance matrix to see how we are doing.
- Identifying ways to solve education and workforce problems differently.
- Create a marketing plan to better inform the community of our services. Many do not know about us.
- Filling the gaps by collaborating with stakeholders like educators and employers.

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

Executive Committee Chairman Matt McGuire

- Committees rolling into action.
- Improving performance data.
- Having the Executive Committee take the lead on innovation.

MCWDB Member Leah Hill

- Improving education
 - o Turning students into the future workforce
 - o Breaking down the stereotype that university is the only option available

Executive Committee Member Bonnie Schirato

- Marketing
- Looking at lifecycle of job seekers and employers

Executive Committee Member Erik Cole

- Focus on gig economy and the future careers
- Focusing on other future career pathways

Executive Committee Member Loren Granger

- Compliance of One-Stop Operator
- Marketing

Executive Committee Member Shawn Hutchinson

- Marketing
- Focusing on the new digital divide (technology side vs. on the ground tasks)

MCWDB Executive Director Steve Clark

- Relationships with current stakeholders and new stakeholders

Mr. Stokes thanked the Committee for their work at the workshop and would be following up within the next few days with a report summarizing the Committee's discussion.

Call to the Public.

No one spoke.

Adjourn.

Chairman McGuire adjourned the meeting at 10:34 a.m.

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



Consent Agenda.

2022 Title IA Governance Monitoring Letter- 1st 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.

Sincerely,

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

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



Information/Discussion/Possible Action.

Fiscal Report



Maricopa County FY2022 WIOA (BTA) Budget to Actuals

MARCH 31, 2022

WIOA FISCAL AGENT-NICOLE FORBES

FY22 WIOA Budget to Actual

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						
FY22 Service Provider (WDD)						
	FY22 Approved Budget	YTD FY22 AS OF 2/28/2022	% Spent YTD	Forecast	% Forecast	Balance Remaining
Roll Up						
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
Total	21,210,296	11,926,308	56%	19,340,190	91%	1,870,106
Fiscal Year 07/01-06/30/2022						
FY22 Workforce Development Board (WDB)						
	FY22 Approved Budget	YTD FY22 AS OF 2/28/2022	% Spent YTD	Forecast	% Forecast	Balance Remaining
Roll Up						
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
Total	1,006,980	396,674	39%	887,790	88%	119,190



QUESTIONS?

Contact Information:
Nicole.Forbes@Maricopa.gov

THANK YOU FOR YOUR TIME.



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

WDB-FY22	BUDGET	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	13th close out	YTD EXPENDED	FORECAST	BALANCE	YTD % EXPENDED
TOTAL COSTS	1,006,980	11,314	56,145	54,175	38,620	48,939	75,187	79,718	32,575	57,096	64,056	64,549	64,549	229,766	396,674	868,049	125,682	39%
Fund - 222	BUDGET	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	13th close out	YTD EXPENDED	FORECAST	BALANCE	YTD % EXPENDED
PERSONNEL																		
REGULAR SALARIES	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%
TOTAL PERSONNEL	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%
FRINGE BENEFITS																		
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%
TOTAL FRINGE BENEFITS	150,487	3,760	15,178	9,490	7,108	6,749	9,008	9,392	9,205	12,693	13,575	13,712	13,712	-	69,889	123,581	26,906	46%
INDIRECT COSTS																		
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%
TOTAL 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%
TRAVEL & TRAINING																		
TRAVEL	30,000	-	-	-	-	-	-	14,001	478	-	-	-	-	15,999	14,479	30,478	(478)	48%
TOTAL TRAVEL & TRAINING	30,000	-	-	-	-	-	-	14,001	478	-	-	-	-	15,999	14,479	30,478	(478)	48%
SUPPLIES																		
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%
TOTAL SUPPLIES	31,050	-	-	464	4,254	12,768	-	255	202	-	-	-	-	-	17,943	17,943	12,107	58%
CONTRACTUAL																		
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%
TOTAL CONTRACTUAL	287,036	-	-	3,395	-	7,739	43,791	12,778	-	-	-	-	-	207,261	67,703	274,964	12,072	24%
OPERATING SERVICES																		
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%
TOTAL OPERATING SERVICES	20,250	111	853	2,214	3,746	-	-	506	253	-	506	-	-	6,506	7,684	6,054	1,946	38%
TOTAL COSTS	1,006,980	11,314	56,145	54,175	38,620	48,939	75,187	79,718	32,575	57,096	64,056	64,549	64,549	229,766	364,099	868,049	125,682	36%



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

Maricopa County Workforce Development Board

Executive Committee Meeting

Strategic Planning Workshop

Date: March 31, 2022

Duration: 40 minutes

Attendees:

- Trevor Stokes
- Board Staff
- Executive Committee Members
- Public

Agenda

Process Review *A review of the process and outputs to date*

Values Survey Results *Presentation of the results of the values survey and proposed values statements*

Goals *Establishment of five goals for the board. A logic pattern will guide the conversation as general concepts are refined by the committee members into specific actionable goals.*

Strategies *Within each goal, 2 or 3 strategies will be established. As with the goals, a logic pattern will guide the conversation, and the inputs of each committee member will be solicited. The strategies will be refined in the coming days.*

Closing and Next Steps *Actions to be taken prior to the board meeting will be established.*

The Maricopa County Workforce Development Board



**PARTNERSHIP FOR
WORKFORCE INNOVATION**

Making The World of Work Understandable

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 Values Survey Results**
- 03 Goals**
- 04 Strategies**
- 06 Closing and Next Steps**

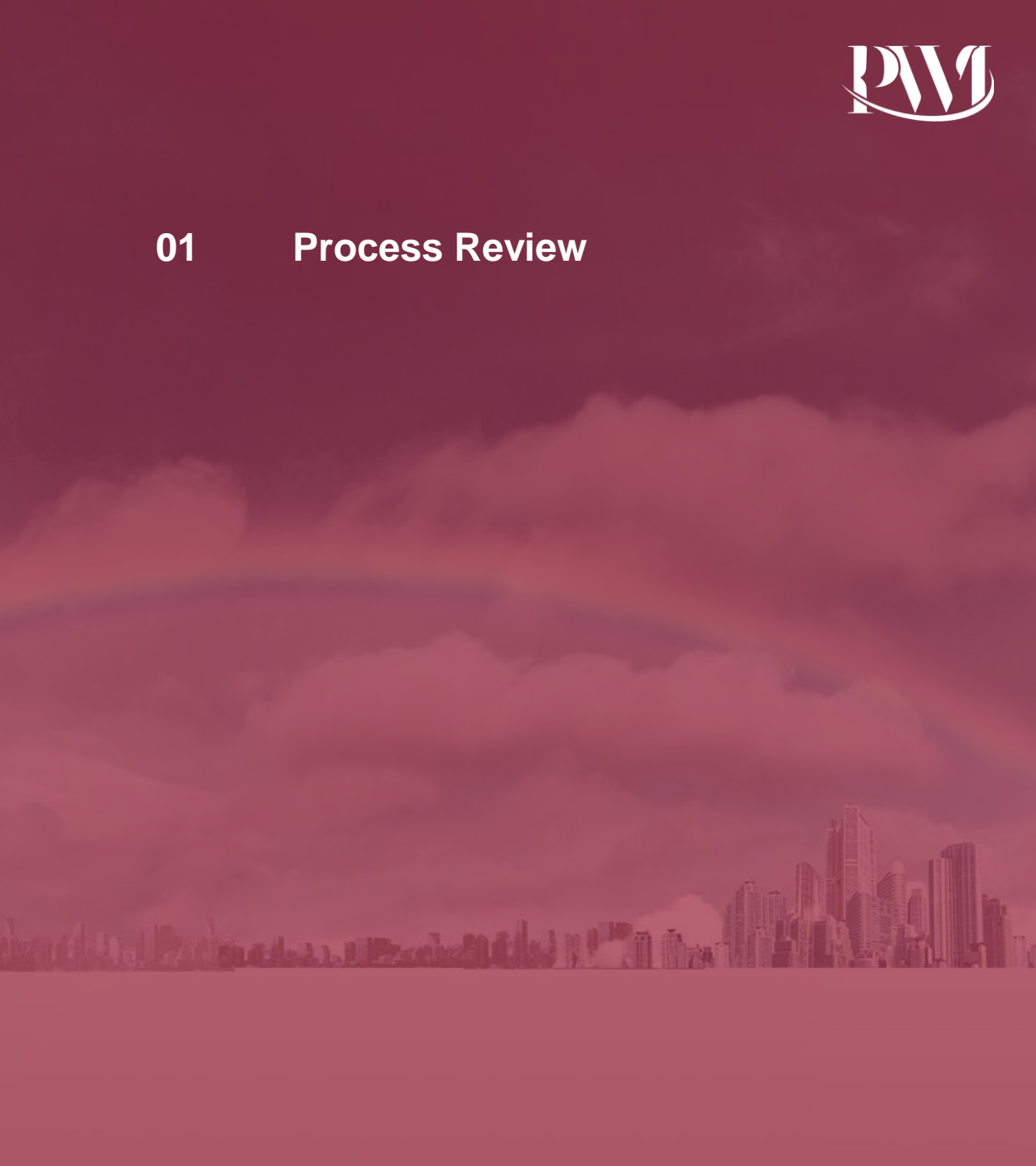


Maricopa County Workforce Board

– *Strategic Planning Workshop*



01 Process Review



Project Standards

- Inclusion
- Humility
- Impact
- Relevance

The Role of the Local Workforce Board

Local Workforce Development Boards

Chief Architects of the Workforce System

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



The Strategic Planning Lifecycle



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

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

Today's Objectives and Outputs

- Draft Values Statements
- Draft Strategies Map
- Workshop Report

Maricopa County Workforce Board

– *Strategic Planning Workshop*



- 01 Process Review**
- 02 Values Survey Results**
- 03 Goals**
- 04 Strategies**
- 06 Closing and Next Steps**



Maricopa County Workforce Board

– *Strategic Planning Workshop*



02 Values Survey Results



Top Values

Preferred Statements

Maricopa County Workforce Board

– *Strategic Planning Workshop*



- 01 Process Review**
- 02 Values Survey Results**
- 03 Goals**
- 04 Strategies**
- 06 Closing and Next Steps**



Maricopa County Workforce Board

– *Strategic Planning Workshop*



03 Goals



ENVIRONMENTAL SCAN-What trends do you see impacting the world of workforce development?

- **Political**
- **Economic**
- **Social**
- **Technological**
- **Legal**
- **Environmental**



RESPONSE TO EXTERNAL FACTORS-What should we be doing to respond to those trends you just identified?

- **P**olitical
- **E**conomic
- **S**ocial
- **T**echnological
- **L**egal
- **E**nvironmental



GOALS

Maricopa County Workforce Board

– *Strategic Planning Workshop*



- 01 Process Review
- 02 Values Survey Results
- 03 Goals
- 04 Strategies
- 06 Closing and Next Steps



Maricopa County Workforce Board

– *Strategic Planning Workshop*



04 Strategies



GOAL ONE

- **How much impact could we have?**
- **What do we need to do it?**
- **What do we need to be aware of?**
- **Similar efforts I've seen**



STRATEGIES FOR GOAL ONE

GOAL TWO

- **How much impact could we have?**
- **What do we need to do it?**
- **What do we need to be aware of?**
- **Similar efforts I've seen**



STRATEGIES FOR GOAL TWO

GOAL THREE

- **How much impact could we have?**
- **What do we need to do it?**
- **What do we need to be aware of?**
- **Similar efforts I've seen**



STRATEGIES FOR GOAL THREE

Maricopa County Workforce Board

– *Strategic Planning Workshop*



- 01** **Process Review**
- 02** **Values Survey Results**
- 03** **Goals**
- 04** **Strategies**
- 06** **Closing and Next Steps**



Maricopa County Workforce Board

– *Strategic Planning Workshop*



06 Closing and Next Steps



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

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



**PARTNERSHIP FOR
WORKFORCE INNOVATION**

Making The World of Work Understandable



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

Introduction/Overview

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.

Questions and Top Responses

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

Response	Percentage of Responses
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%

Summary and Key Findings

- 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.



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

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Introduction

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

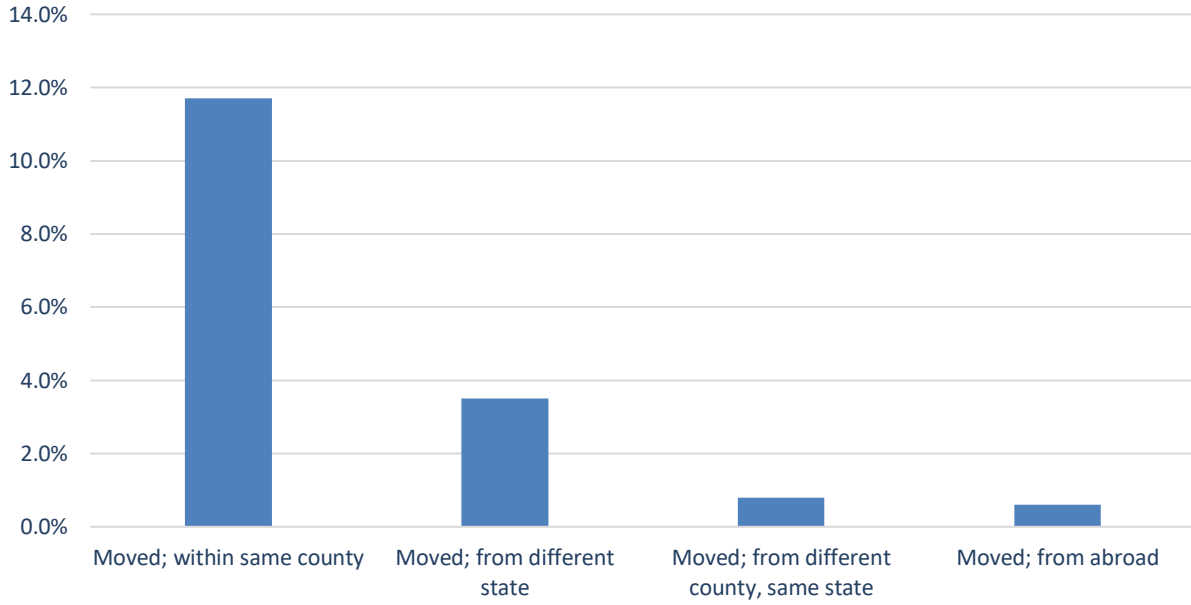


*Decennial Census
United States Census Bureau

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

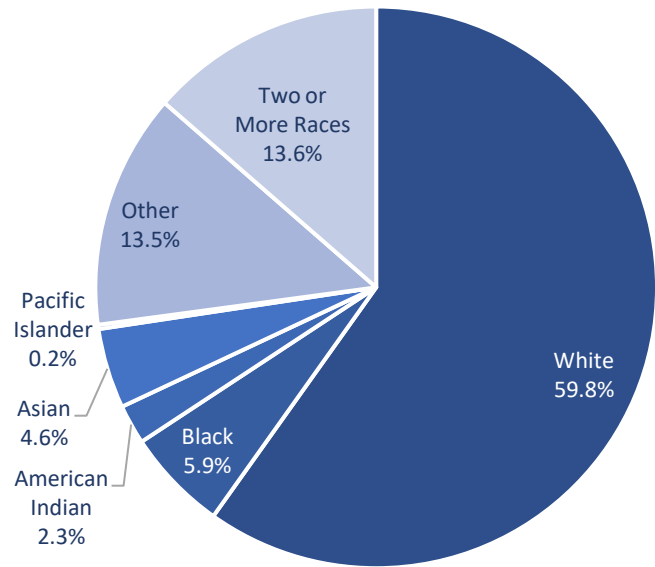


Race

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

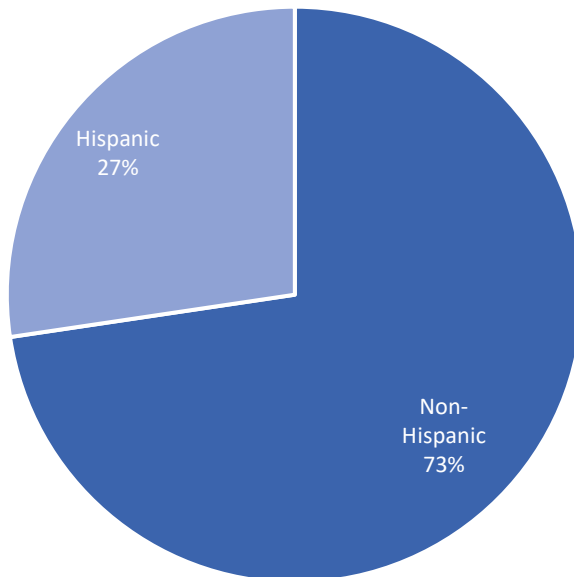
Table X: Population by Race

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



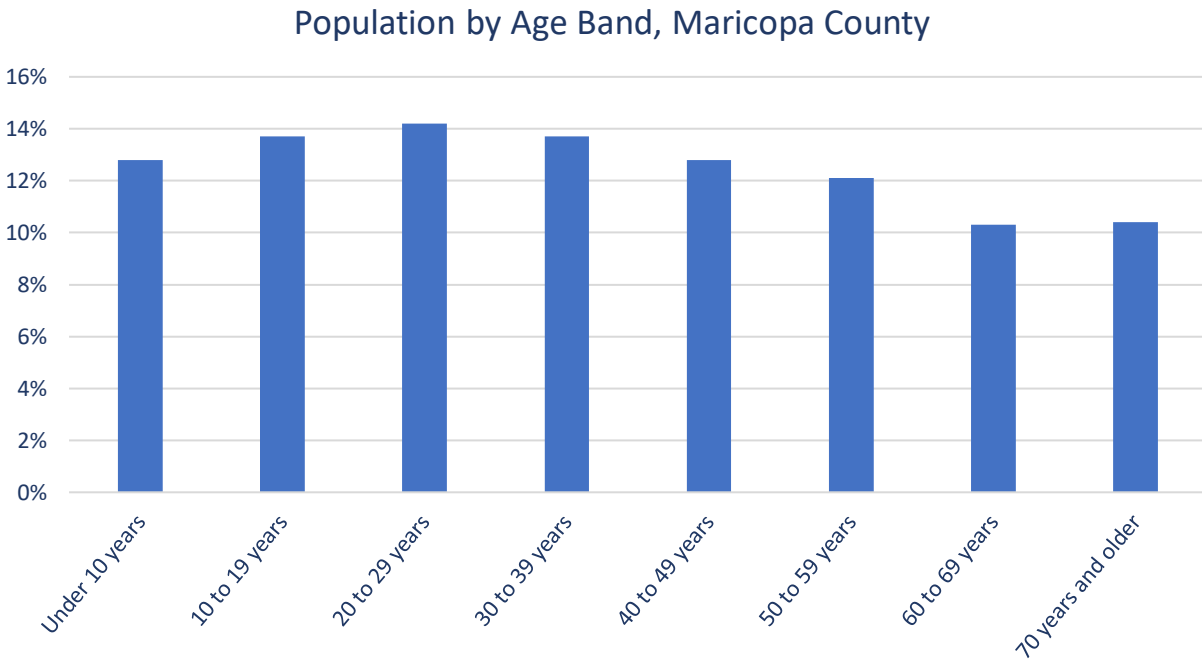
Ethnicity

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



Age

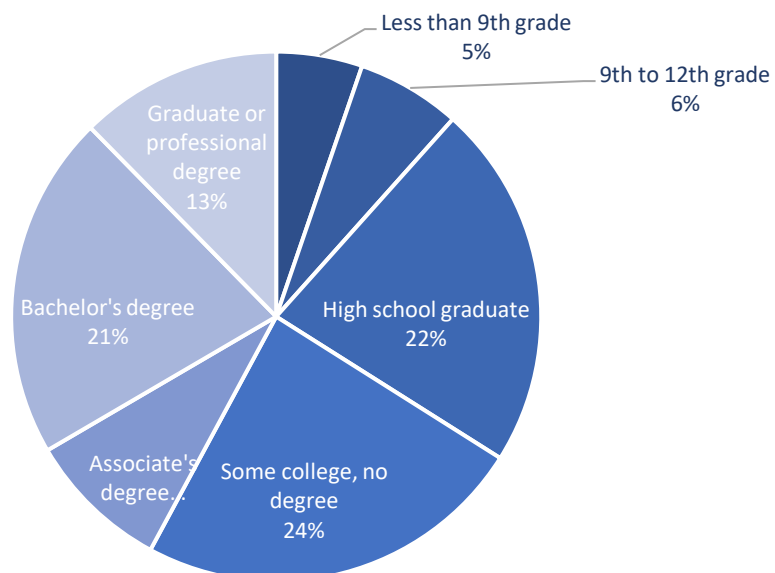
The county's median age is 36.6 years.



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.

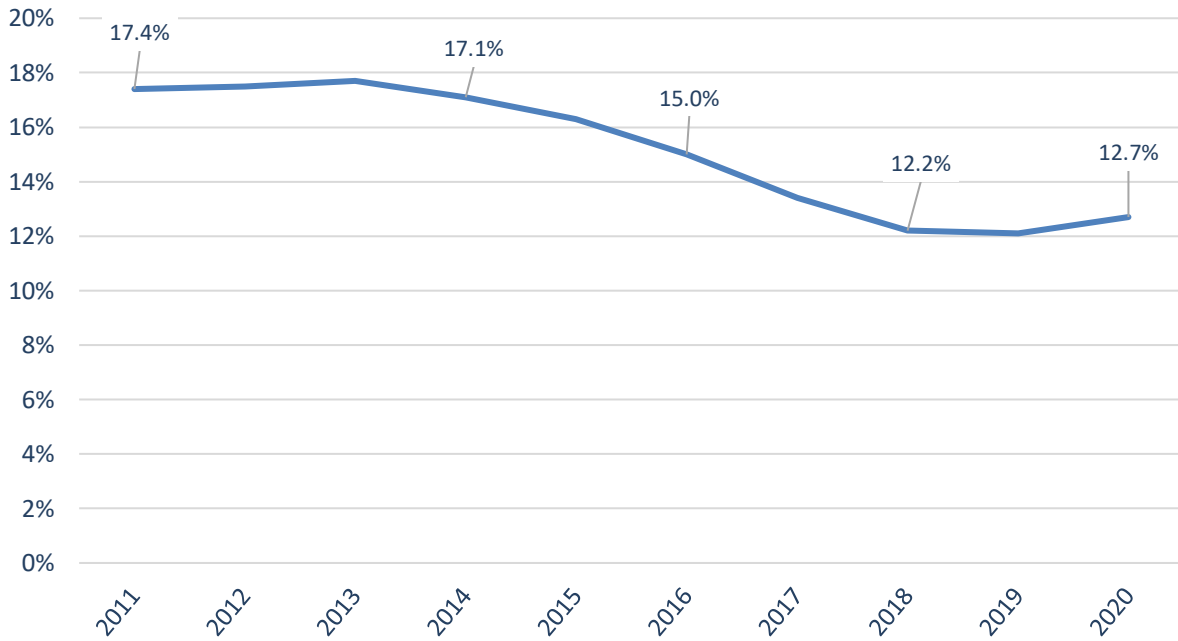
Educational Attainment, Maricopa County



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

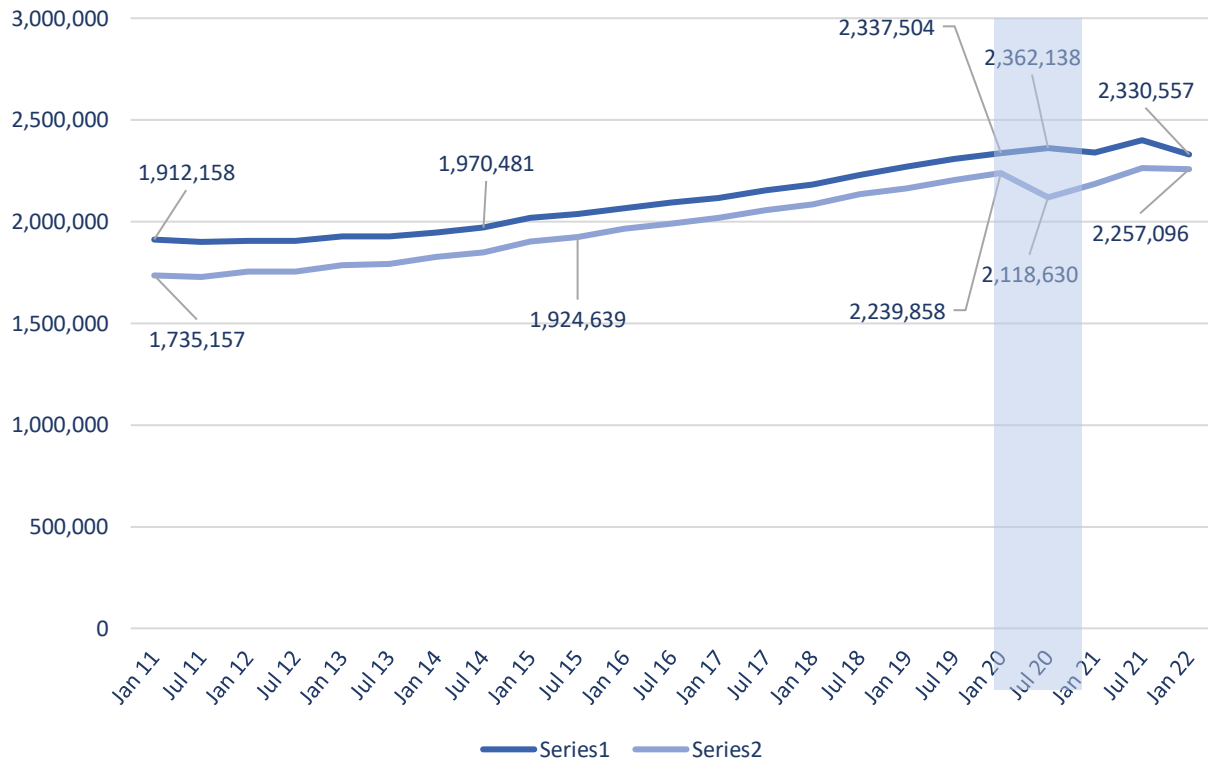


Labor Market

Labor Force

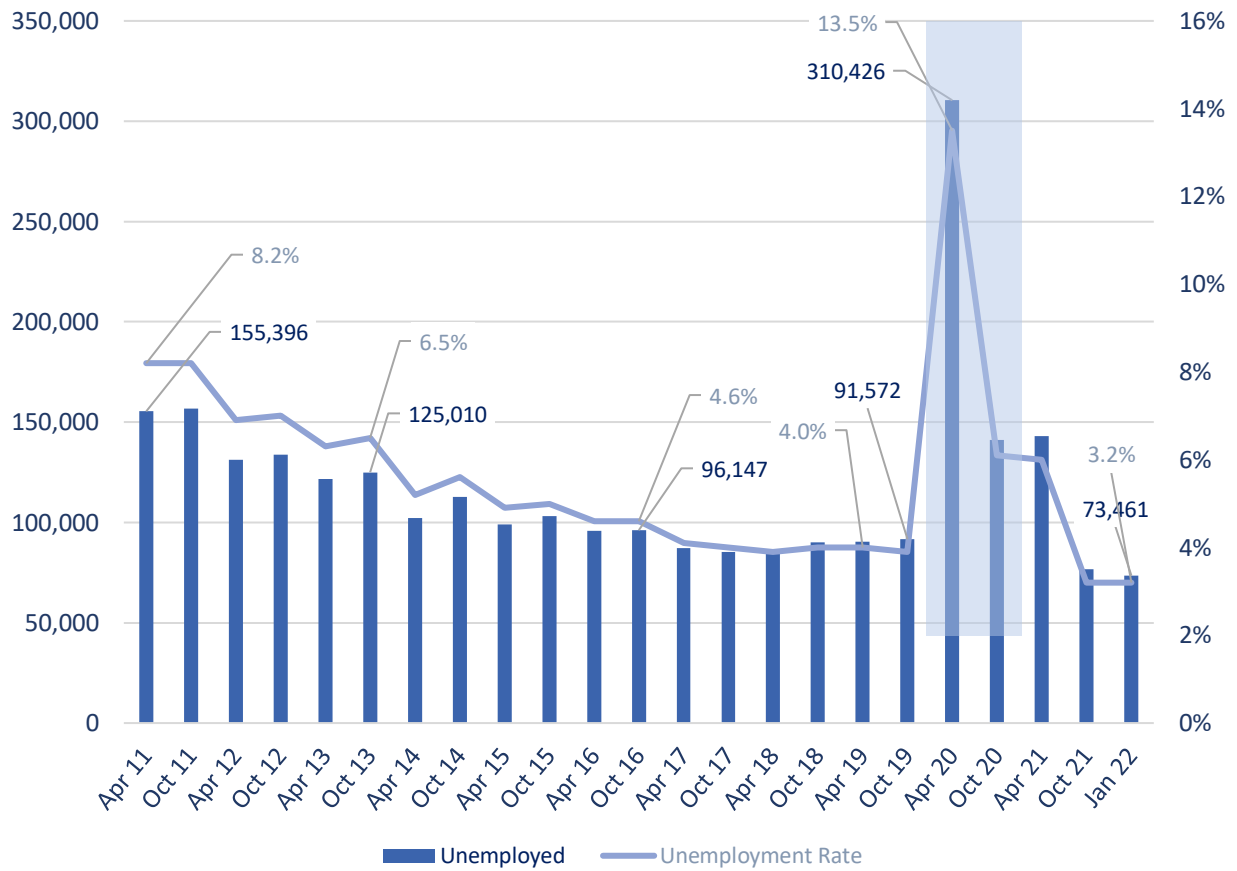
The labor force is the combination of those people who are employed and those who are unemployed. As the population has swollen, Maricopa County's labor force has increased in size in recent years, and as of the preliminary findings of January 2020, now stands at 2,330,557, including 2,257,096 who are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



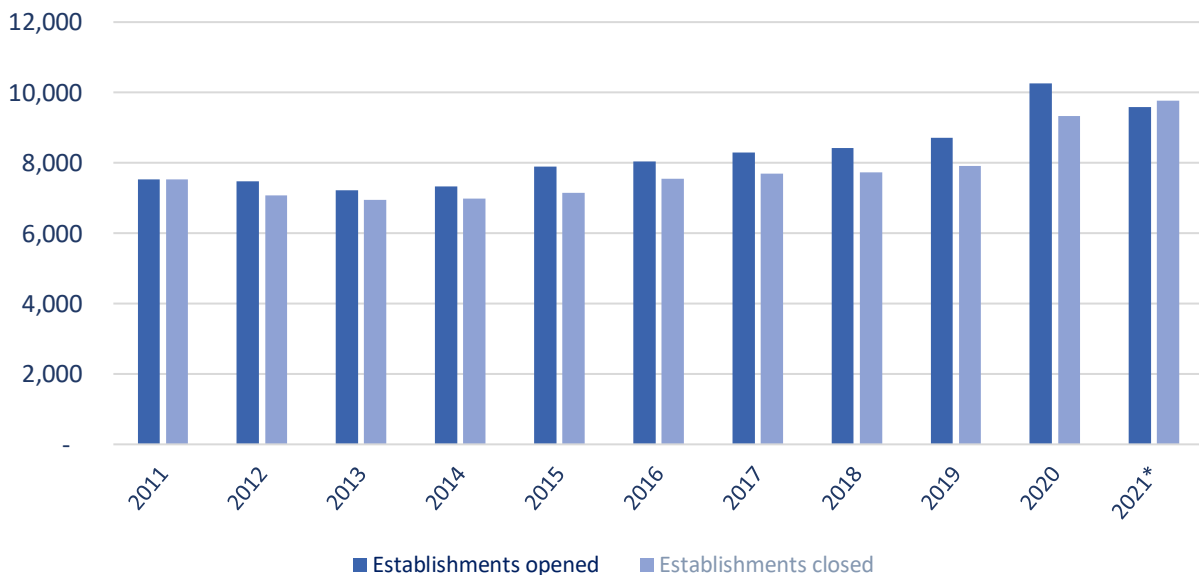
Business Dynamics

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

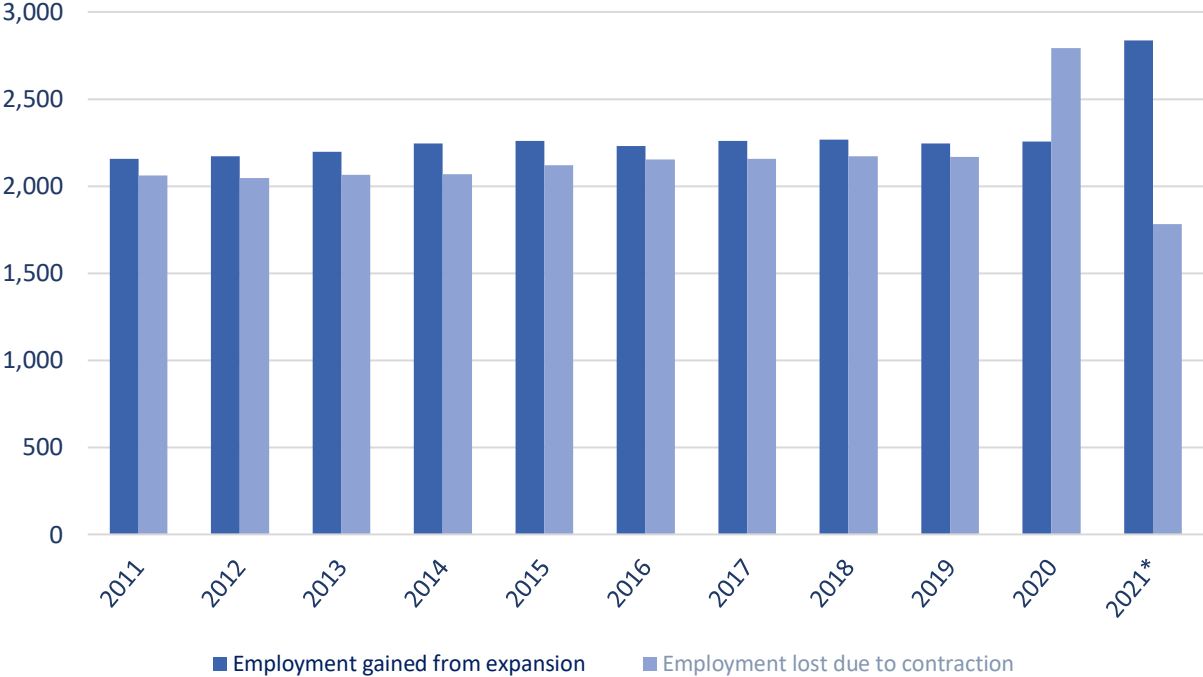


Establishments Opened and Closed, Quarterly Average, Arizona, 2011-2021



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.

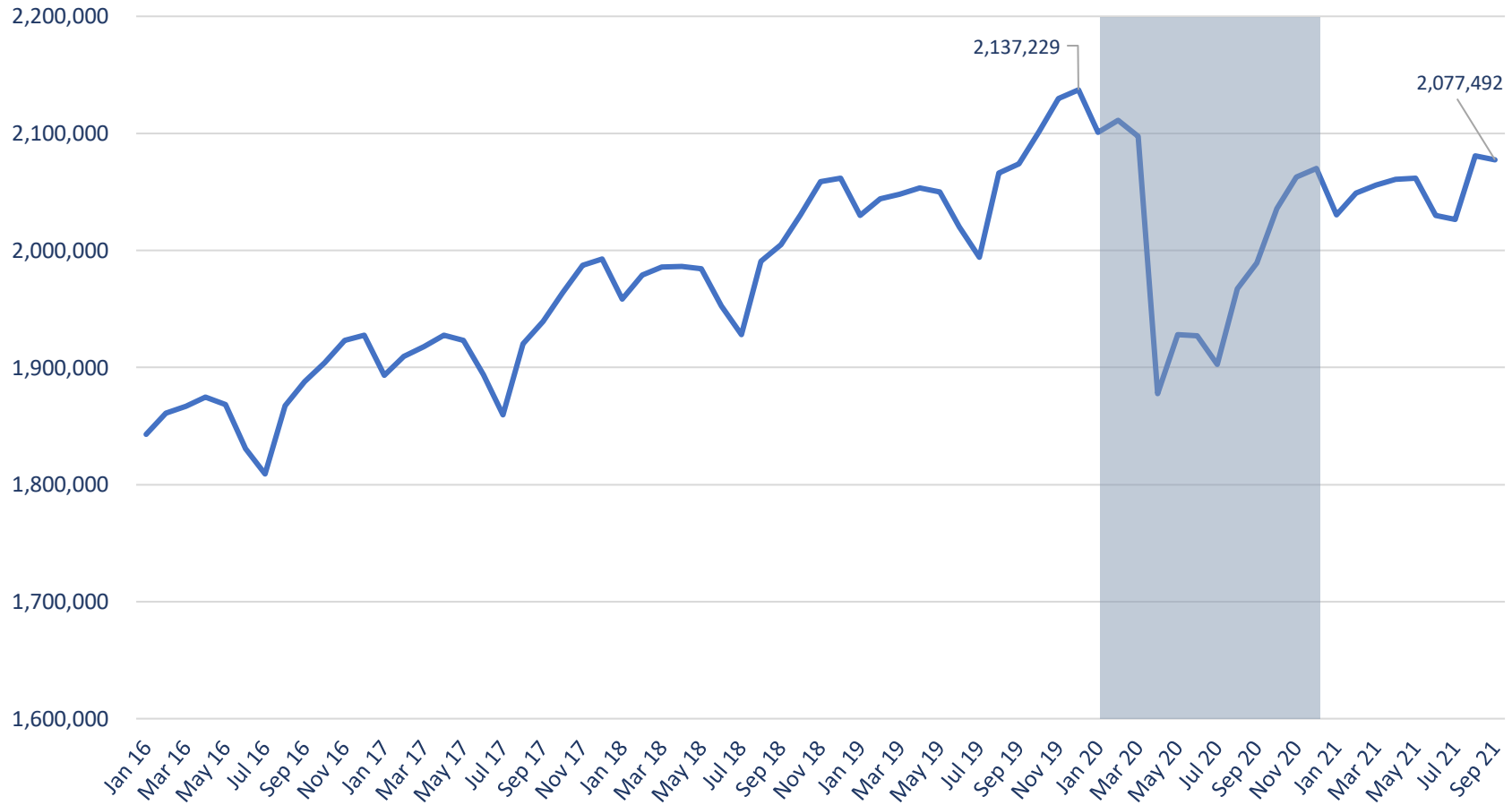
Employment Change Due to Opening and Closing Small Businesses, Arizona, Quarterly Average, 2011-2021



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.

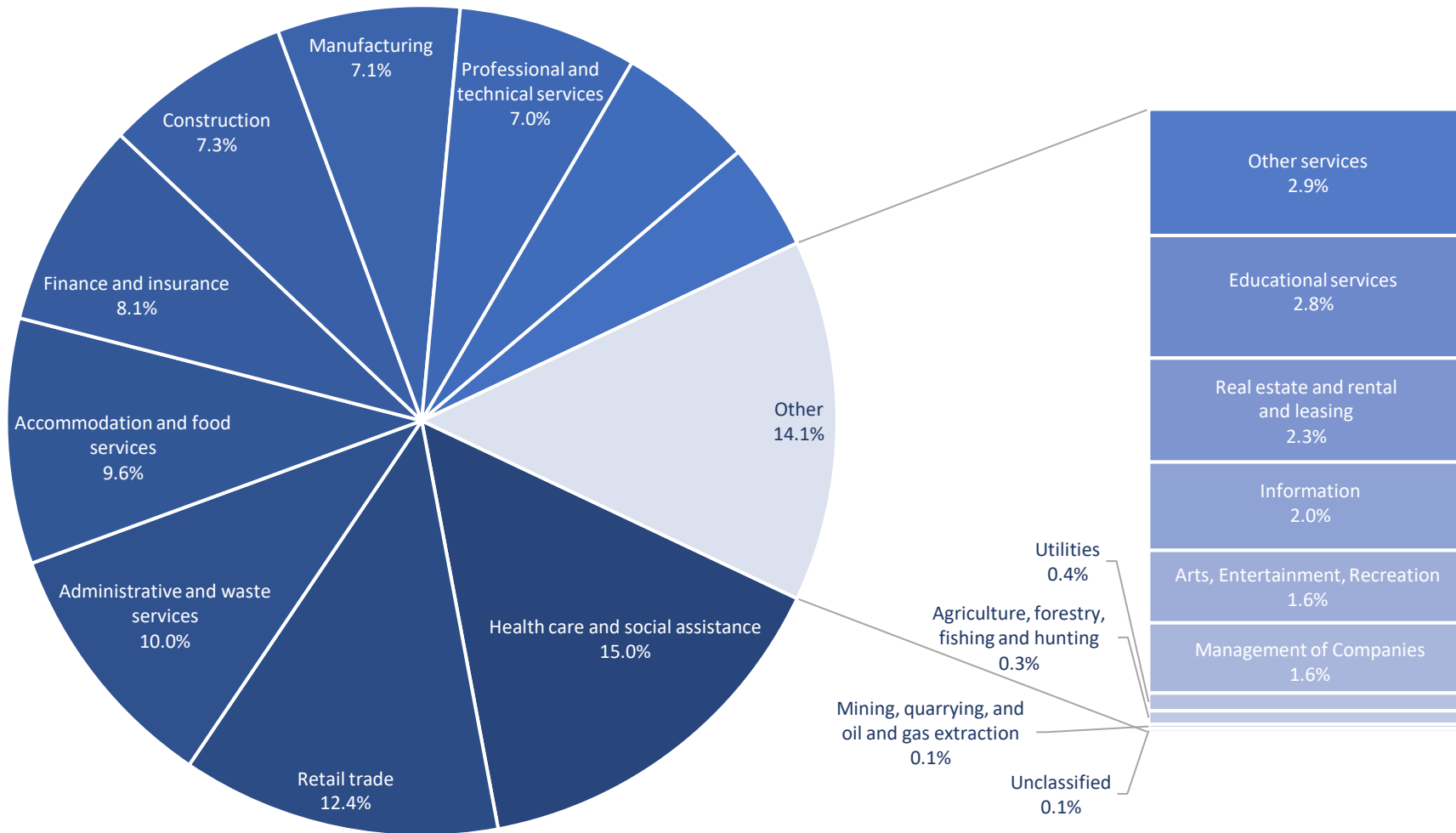
Total Jobs, Maricopa County Employers, 2016-2021



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

Industry	Establishments	Jobs	Average Wages
Health Care and Social Assistance	12,642	279,983	\$62,608
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

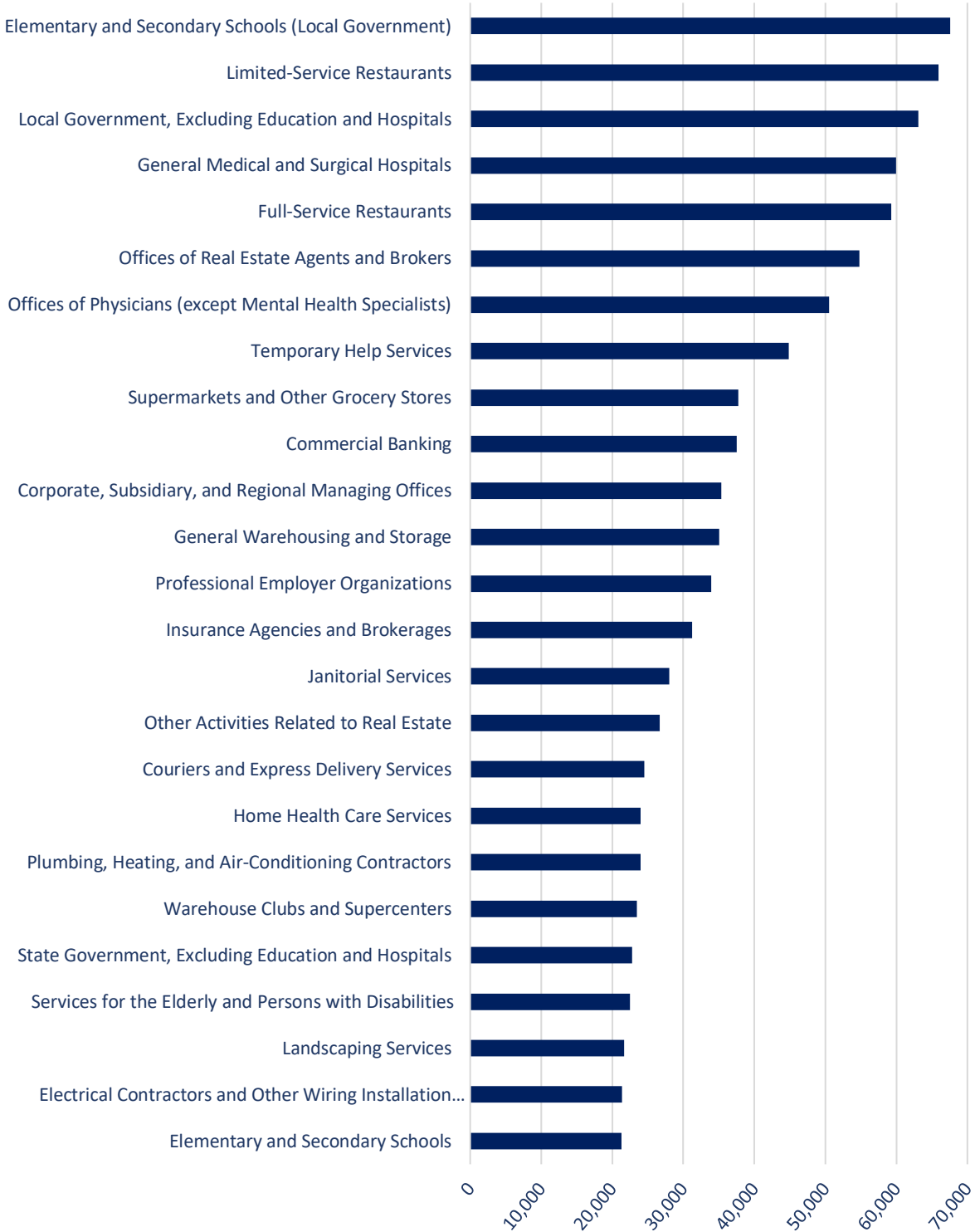
Industry	Establishments	Jobs	Average Wages
Retail Trade	10,493	231,417	\$44,460
Supermarkets and Other Grocery Stores	457	37,755	\$30,088
Warehouse Clubs and Supercenters	77	23,463	\$33,610
Electronic Shopping and Mail-Order Houses	851	19,836	\$57,241
Other Direct Selling Establishments	241	16,937	\$16,840
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
Administrative and Waste Services	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 21st 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

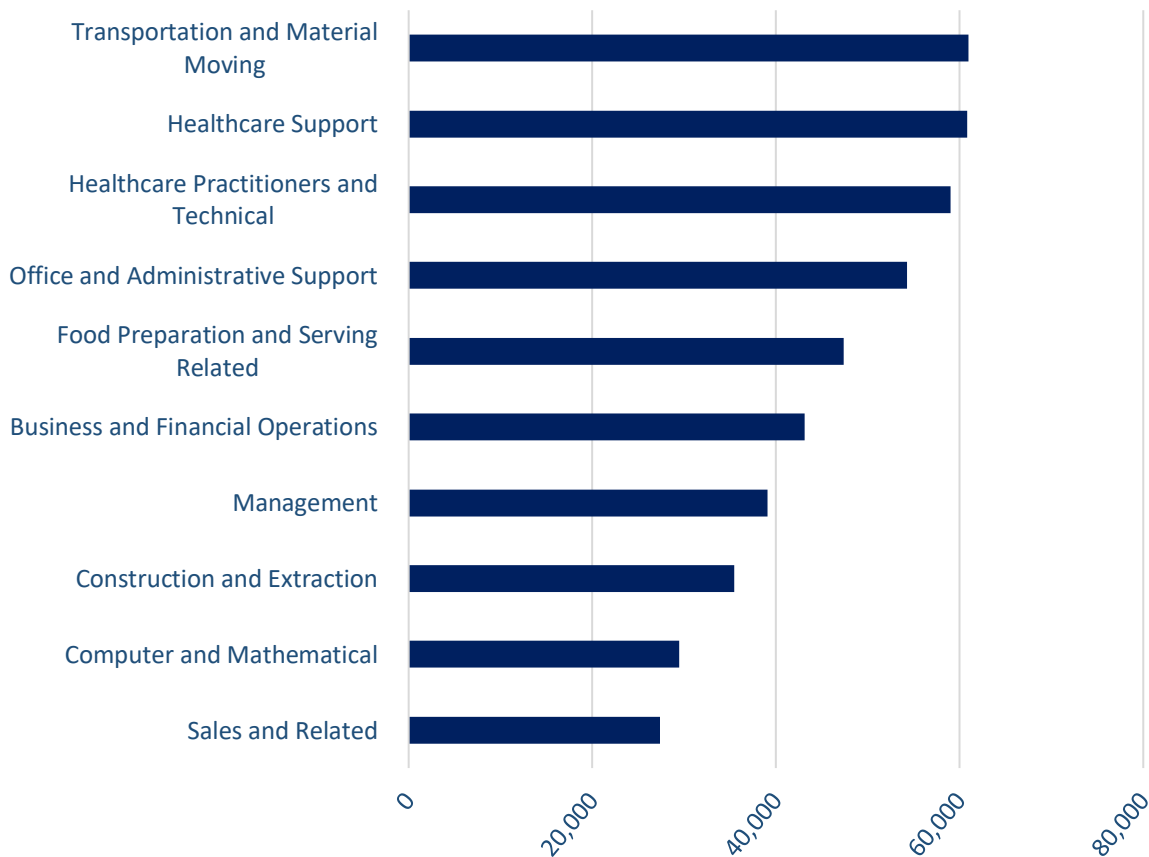


Table X: Projections, Detailed Occupations, 2020-2030, Maricopa County, Top 100

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

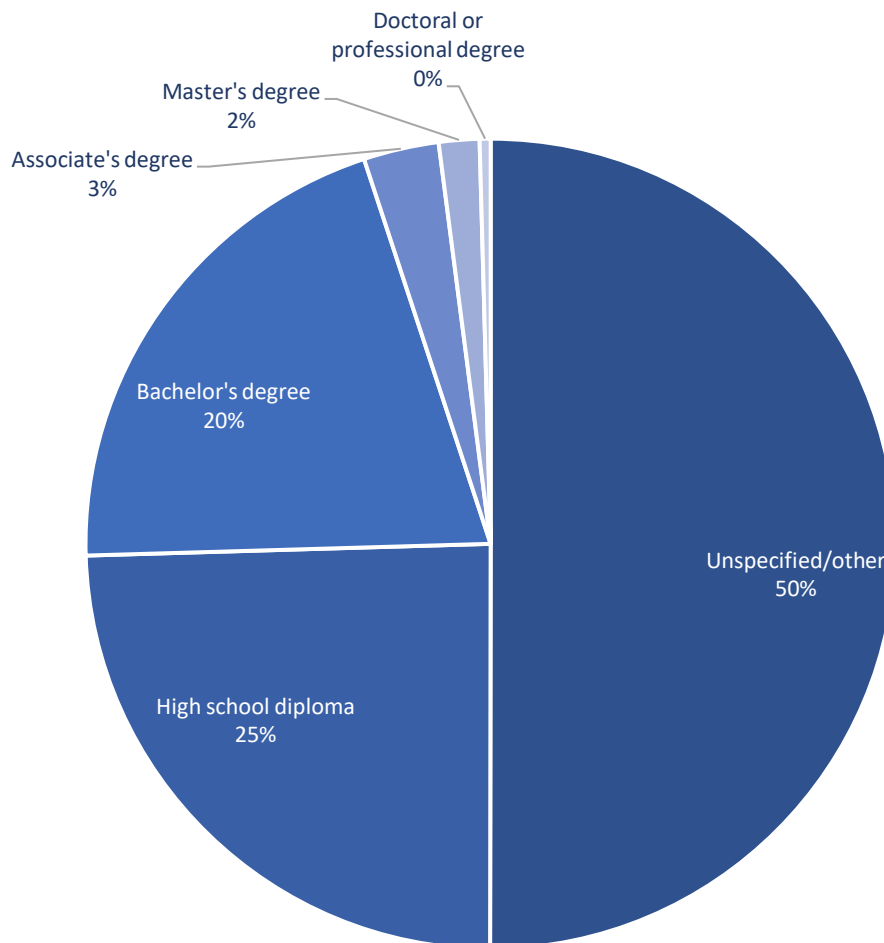


Table X: Employers by Number of Postings, Top 25

Employer	Postings
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

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
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

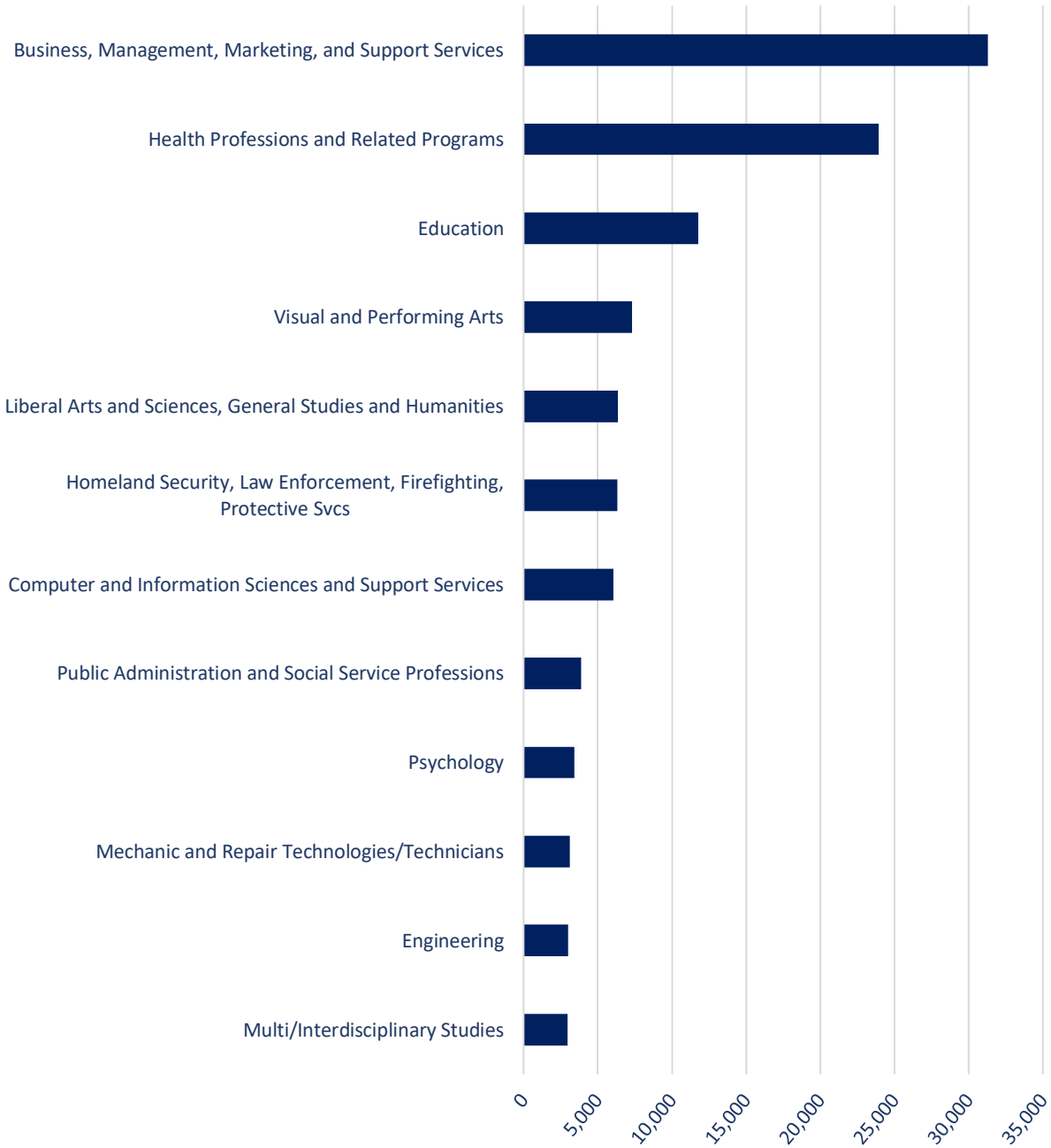


Table X: Awards by Program Category, Maricopa County, Top 25

Program Category	Degrees	Certificates	Total Awards
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



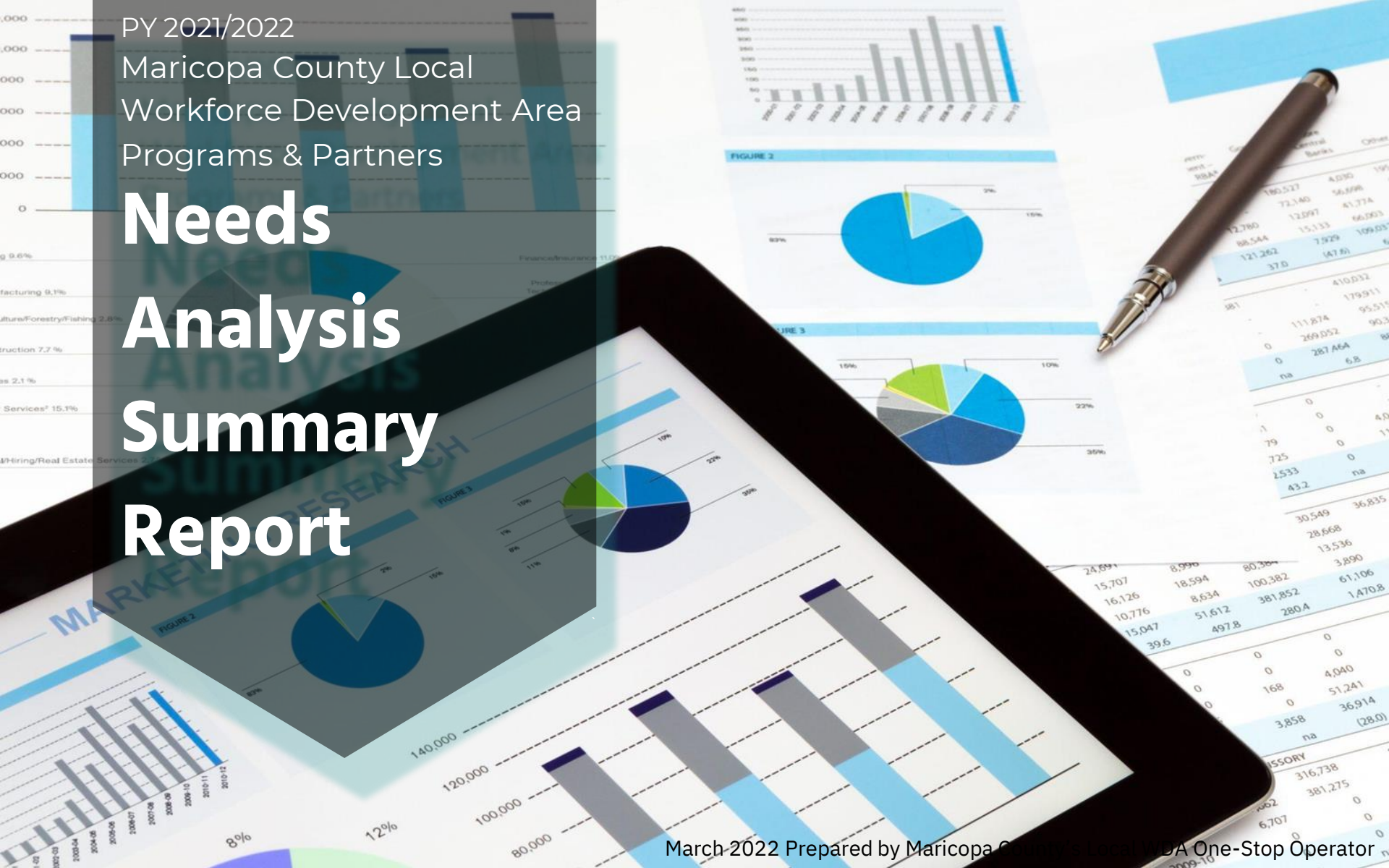
Information/Discussion Only.

One Stop Operator Needs Assessment Analysis

PY 2021/2022

Maricopa County Local
Workforce Development Area
Programs & Partners

Needs Analysis Summary Report



Overview

- ⊖ Purpose
- ⊖ Approach
- ⊖ Collective Impact
- ⊖ The Data
- ⊖ Key Findings & Recommendations

THE PURPOSE

PY 2021-2022 Maricopa County Local Workforce Development Area (local WDA), Needs Analysis is for the Maricopa County Workforce Board (MCWDB). The MCWDB is requesting a report on the local WDA current state and what is needed to achieve the target state.

Content studied to identify and determine data collection methods, areas to assess, data type to collect and potential target state of the areas assessed. :

MCWDB Vision, Core Values, Goals, Goal Strategies, and PY 2020-2023 Local Plan

MOU/IFA Parameters agreed to by signing the MOU/IFA between the BOS/MCWDB & the WIOA Programs Partners

OSO RFP SCOPE OF WORK Expectations focused on conducting a workflow analysis and assessing need

Needs assessed as possible threats and opportunities are the recommendations shared in this report summary.

THE APPROACH

A strategic needs analysis was performed on the local WDA areas programs, Partners and services

• **“Strategic Needs Assessment,**

determines what specific steps an organize can take to achieve a particular goal. For instance, a strategic needs assessment identifies an organization needs for more or better equipment, , technology, marketing efforts, skills needed, etc.”

Needs analysis areas of focus:

Compliance & Governance

Assess the current state and Partners need to relation to compliance and policy critical to programs aligning and strategic partnerships to the MCWDB and essential governance and leadership role over the local WDA .

Service Delivery & Access

Assess the current state and Partner need in relation to customer-center design efforts including integrated service delivery occurring onsite or online

Serving The Need Of..

Assess the current state and Partner need for serving diverse populations and those with significant barriers to employment and are seeking the skills and support needed to complete for high quality jobs or career

Partnerships & Program Alignment

Assess the current state and Partner needs relation to strategic partnerships and align programs with other Partners and systems

Training & Development

Assess Partners' current training and development needs including professional development.

Data Sharing, Confidentiality, Accessibility & Referrals

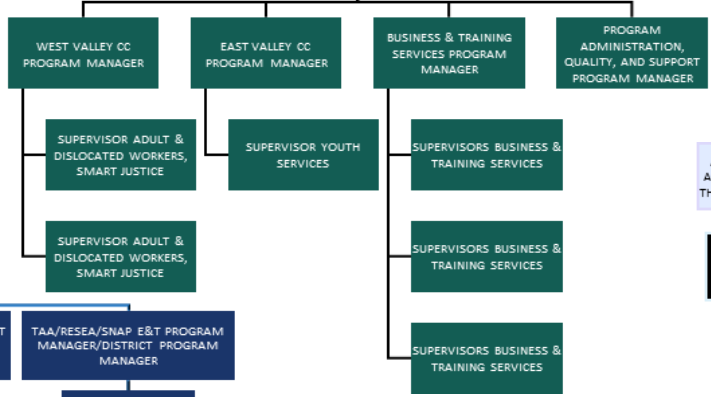
Assess Partners have read and understood, or if more guidance is needed towards understanding the parameters within the MOU

COLLECTIVE IMPACT

ADULTS, DISLOCATED WORKERS, AND YOUTH ADMINISTERED BY THE US DEPARTMENT OF LABOR TITLE I-B

MARICOPA COUNTY HUMAN SERVICES DIVISION

MARICOPA COUNTY HSD WDD DIVISION LEADER

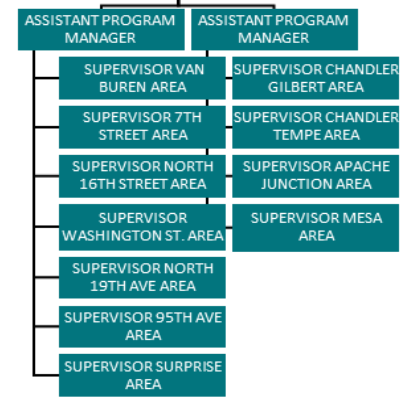


VOCATIONAL REHABILITATION SERVICES PROGRAMS THAT ASSIST ELIGIBLE INDIVIDUALS WITH DISABILITIES IN OBTAINING EMPLOYMENT (TITLE IV) ADMINISTERED BY ED TITLE IV

AZ DES REHABILITATION SERVICES ADMINISTRATION

DIVISION LEADER

PROGRAM MANAGER



WAGNER-PEYSER ACT EMPLOYMENT SERVICES ADMINISTERED BY THE US DEPARTMENT OF LABOR TITLE III

AZ DES DIVISION OF EMPLOYMENT & REHABILITATION SERVICES WORKFORCE DEVELOPMENT ADMINISTRATION (WDA)

STATEWIDE STRATEGIC INITIATIVES MANAGER/DISTRICT PROGRAM MANAGER

DEPUTY ADMINISTRATOR/ASSISTANT BUREAU CHIEF

EMPLOYMENT SERVICES PROGRAM MANAGER/DISTRICT PROGRAM MANAGER

EMPLOYMENT SERVICES/MIGRANT SEASONAL FARMWORKER PROGRAM MANAGER (MSFW)

TAA/RESEA/SNAP E&T PROGRAM MANAGER/DISTRICT PROGRAM MANAGER

EMPLOYMENT SERVICES ASSISTANT PROGRAM MANAGER

EMPLOYMENT SERVICES SUPERVISOR

EMPLOYMENT SERVICES SUPERVISOR

ASSISTANT PROGRAM MANAGER

EMPLOYMENT SERVICES/JVSG

EMPLOYMENT SERVICES JVSG/REENTRY/DVOP

TAA/RESEA/SNAP E&T

RESEA SUPERVISOR

REENTRY COORDINATION

REENTRY

ADULT EDUCATION AND FAMILY LITERACY ACT PROGRAMS (TITLE II) ADMINISTERED BY THE US DEPARTMENT OF EDUCATION TITLE II

AZ DEPARTMENT OF EDUCATION ADULT EDUCATION

DEPUTY ASSOCIATE SUPERINTENDENT

PROGRAM MANAGER

RIO SALADO COLLEGE

DIRECTOR

ARIZONA CALL-A-TEEN YOUTH RESOURCES

CEO

ACYR

ACYR

ACYR

INTERNATIONAL RESCUE COMMITTEE (IRC)

MESA PUBLIC SCHOOLS

PROGRAM ADMINISTRATOR

WORKFORCE COORDINATOR

GILBERT PUBLIC SCHOOLS DISTRICT

ADULT EDUCATION COORDINATOR

MARICOPA COUNTY ADULT PROBATION DEPT.

DIRECTOR

WORKFORCE COORDINATOR

FRIENDLY HOUSE INC.

QUEEN CREEK ADULT ED

DIRECTOR

WORKFORCE DEVELOPMENT INSTRUCTOR/TRAINER

The 57 invited are leaders from all levels who oversee 19 programs, local area WDA programs and about 345+ positions

THE IFA/MOU
PURPOSE SIGNED
BETWEEN THE
MCWDB & WIOA
PARTNERS

Create a seamless, customer-focused Maricopa County One Stop Center network that aligns service delivery across the board and enhances access to program services.

TARGET STATE LOCALLY

MCWDB STRATEGIC GOALS

Create a high-quality Workforce Development system



Build brand awareness of Workforce Development to increase utilization



Implement Regional Workforce entity

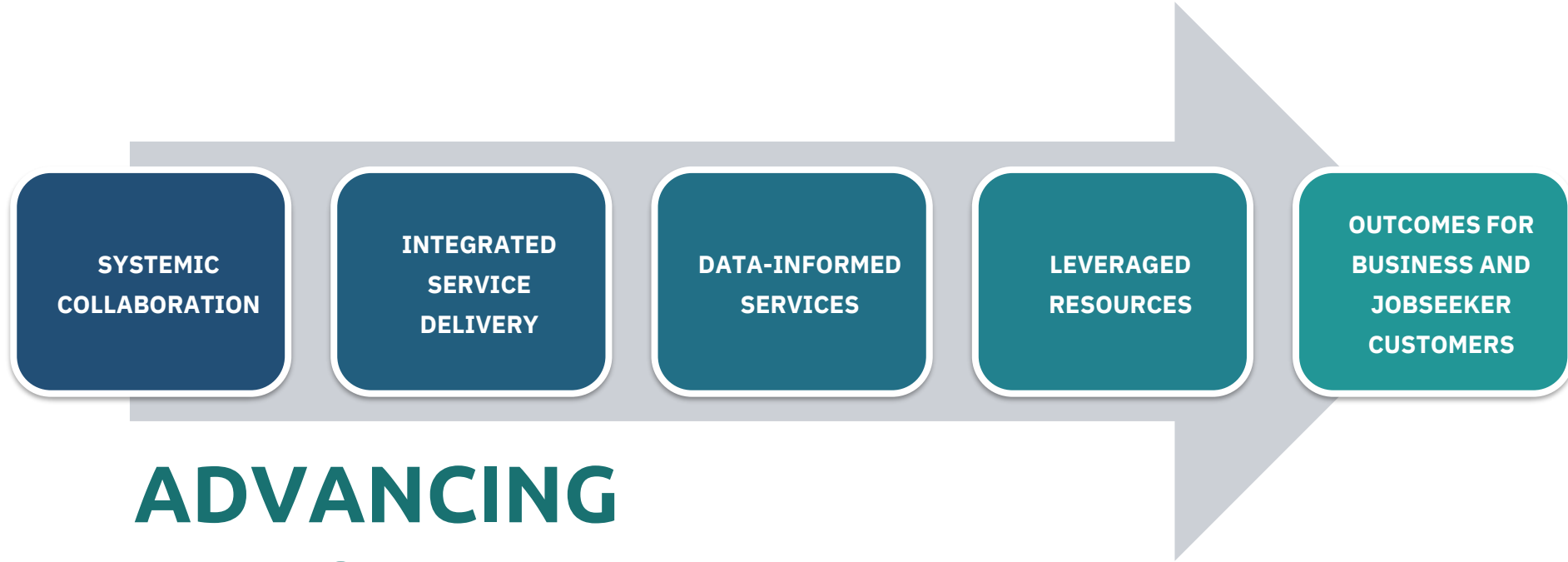


Build a self-sustaining system of Workforce Development



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

TARGET STATE NATIONWIDE



**ADVANCING
THE ONE
WORKFORCE
VISION**

ASSESSMENT RESULTS & HIGHLIGHTS

PARTNERSHIPS AND PROGRAM ALIGNMENT

RESPONSE RATE 52.08%

- 48 INVITED
- 23 COMPLETED

OF PARTICIPANTS BY PROGRAM

- WIOA TITLE I-B = 4
- WIOA TITLE II = 6
- WIOA TITLE III = 5
- WIOA TITLE IV = 8

DATA SHARING, CONFIDENTIALITY, ACCESSIBILITY AND REFERRALS ASSESSMENT

RESPONSE RATE 45.83%%

- 48 INVITED
- 22 COMPLETED

OF PARTICIPANTS BY PROGRAM

- WIOA TITLE I-B = 4
- WIOA TITLE II = 6
- WIOA TITLE III = 3
- WIOA TITLE IV = 9

Partnerships & Program Alignment

Do you work in partnership with any of the Required One-Stop Partner programs listed below?

- Youth Build
- Native American Programs
- Migrant Seasonal Farmworkers (MSFW)
- Trade Adjustment Assistance (TAA)
- Unemployment Compensation (UC)
- Jobs for Veterans State Grants (JVSG)
- Community Services Block Grant (CSBG)

Data Sharing, Confidentiality, Accessibility & Referrals Assessment

This assessment acted as an agreement and opportunity to assess additional training. The instructions for this assessment was for Partners to confirm they read and understood parameters selected from the IFA/MOU key to service delivery.

ANSWERED SOMEWHAT OR NOT FAMILIAR, NA OR NO 7 OR MORE TIMES PER QUESTION

ASSESSMENT RESULTS & HIGHLIGHTS

COMPLIANCE & GOVERNANCE ASSESSMENT

RESPONSE RATE 67%

- 48 INVITED
- 32 COMPLETED

OF PARTICIPANTS BY PROGRAM

- WIOA TITLE I-B = 5
- WIOA TITLE II = 9
- WIOA TITLE III = 9
- WIOA TITLE IV = 9

SERVING CUSTOMER NEED

RESPONSE RATE 52.08%

- 48 INVITED
- 32 COMPLETED

OF PARTICIPANTS BY PROGRAM

- WIOA TITLE I-B = 4
- WIOA TITLE II = 6
- WIOA TITLE III = 5
- WIOA TITLE IV = 8

Compliance & Governance Assessment

Somewhat Familiar, Not Familiar

- Title I Youth Education and Employment Rate - 2nd Quarter After Exit
- Median Earnings - 2nd Quarter After Exit
- Employment Rate - 4th Quarter After Exit
- Title I Youth Education and Employment Rate - 4th Quarter After Exit
- Credential Attainment
- Effectiveness in Serving Employers

Does your program have their own web presence via a website and/or the use of social media ?

PARTNER COMMENTS

“Administration has been developing Standard Works, but we could use a lot more concrete guidance on some of the topics listed above. Also, completing our Quarterly WIOA documents continues to be a confusing process, which could a barrier to collecting accurate data.”

Serving Customer Need

Are you participating in submitting Partner to Partner customer referrals via PartnerLink?

Do you know the eligibility requirements for Adult Education Services?

ANSWERED SOMEWHAT OR NOT FAMILIAR, NA OR NO 7 OR MORE TIMES PER QUESTION

ASSESSMENT RESULTS & HIGHLIGHTS

SERVICE DELIVERY & ACCESS

RESPONSE RATE 50%

- 48 INVITED
- 23 COMPLETED

OF PARTICIPANTS BY PROGRAM

- WIOA TITLE I-B = 3
- WIOA TITLE II = 5
- WIOA TITLE III = 5
- WIOA TITLE IV = 10

Service Delivery & Access

Do you know the eligibility requirements for Individualized Career Services?

Do you know how to access Basic Career Services for your customers?

How familiar are you with Basic Career Services?

How familiar are you with AJC Jobseeker Self Services (select NA if not certain and/or does not apply)?

How familiar are you with Adult Education Services?
Do you know the eligibility requirements for Adult Education Services?

How familiar are you with Youth Career Services?

Do you have or know how to access programming content (flyers, etc.) for the other local WDA programs?

Are you aware that additional services may be provided on a case-by-case basis with the approval of the Local Workforce Development Board and the Chief Executive ?

ANSWERED SOMEWHAT OR NOT FAMILIAR, NA OR NO 7 OR MORE TIMES PER QUESTION

ASSESSMENT RESULTS & HIGHLIGHTS

TRAINING & DEVELOPMENT NEEDS ASSESSMENT

RESPONSE RATE 52.08%

- 48 INVITED
- 23 COMPLETED

OF PARTICIPANTS BY PROGRAM

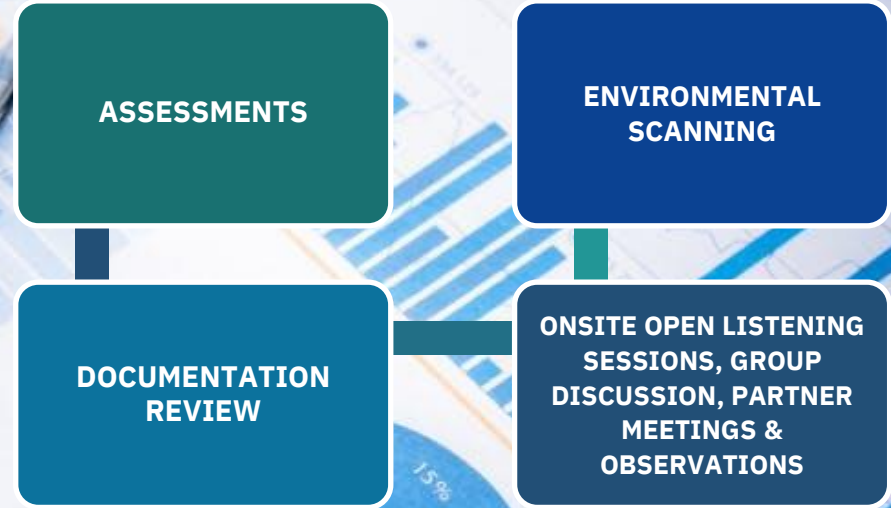
- WIOA TITLE I-B = 4
- WIOA TITLE II = 7
- WIOA TITLE III = 5
- WIOA TITLE IV = 9

TRAINING NEEDS IDENTIFIED

WIOA Programs & Services	16	Accessing Training Services & Information	11	Support Services	10
Partnerships	13	Career Readiness Resources	11	Apprenticeship Programs	10
Serving Specialized Populations	12	Virtual Services & Resources	11	Occupational Training, On-the-job Training (OJT), & Incumbent Worker Training	10

KEY FINDINGS & RECOMMENDATIONS

Assessed key findings using Partner assessments, the SWOT method and findings from Environmental Scans and direct and indirect observations and discussions with Partners across across the One-Stop Network



AREA ALIGNMENT: Serving the Need of Partnerships & Program Alignment

FUTURE STATE ALIGNMENT: Build Brand Awareness of Workforce Development To Increase Utilization & Implement Regional Workforce Entity

OPPORTUNITY: INCREASE SOCIAL MEDIA USAGE & CREATE A REPUTABLE ONLINE PRESENCE FOR MARKETING/OUTREACH, BRAND AWARENESS, HOST LIVE EVENTS, CONNECT W/FUTURE CUSTOMERS - NEW APPROACH TO SUPPORTING EMPLOYERS WITH CANDIDATE RECRUITMENT

DATA COLLECTION METHOD

FINDINGS - CURRENT STATE

Online Assessment Question
Direct & Indirect Observation
Group Discussion
Environmental Scan

- Online assessments asked respondents about access, own web presence and use of social media
- Partners hardly ever reference social media accounts when sharing details about events in the 6.3 hrs of group sessions facilitated in PY 21/22, nor are links to event flyers sent to Partners asking them to promote each others' events via social media
- Conducted environmental scan of the One-Stop Networks social media presences and the scans results showed little to no social media footprint

AREA ALIGNMENT: SERVING THE NEED OF PARTNERSHIPS & PROGRAM ALIGNMENT

FUTURE STATE ALIGNMENT: BUILD BRAND AWARENESS OF WORKFORCE DEVELOPMENT TO INCREASE UTILIZATION & IMPLEMENT REGIONAL WORKFORCE ENTITY

OPPORTUNITY: INCREASE SOCIAL MEDIA USAGE & CREATE A REPUTABLE ONLINE PRESENCE FOR MARKETING/OUTREACH, BRAND AWARENESS, HOST LIVE, EVENTS, CONNECT W/FUTURE CUSTOMERS - NEW APPROACH TO SUPPORTING EMPLOYERS WITH CANDIDATE RECRUITMENT

RECOMMENDATION

- ▶ Conduct further assessment on a target group of program Partners from each Local WDA program. To learn more about Partners' behavior and usage of social media for their program and customer, including items such as frequency and reasons for use, specifics about their organization policies, authority, management, and social media culture to connect with the public.
- ▶ If further assessment of Partners social media usage to connect with customers and market/outreach about their program and services shows limitations consider:
 - Exercise the IFA/MOU parameters: Partners can work out a separate agreement with the Local WDB to post content through its website. Another option is the MCWDB manages the only social media platforms allowable for use by the local area programs and Partners.
- ▶ MCWDB Marketing Workgroup can lead these initiatives and consider contracting or hiring an intern who is an expert in creating a reputable and engaging social media presence that reaches diverse populations and include final plan into the IFA/MOU.

AREAS ASSESSED: SERVING THE NEED OF PARTNERSHIPS & PROGRAM ALIGNMENT

FUTURE STATE ALIGNMENT: BUILD BRAND AWARENESS OF WORKFORCE DEVELOPMENT TO INCREASE UTILIZATION & IMPLEMENT REGIONAL WORKFORCE ENTITY

OPPORTUNITY: INCREASE SOCIAL MEDIA USAGE & CREATE A REPUTABLE ONLINE PRESENCE FOR MARKETING/OUTREACH, BRAND AWARENESS, HOST LIVE, EVENTS, CONNECT W/FUTURE CUSTOMERS - NEW APPROACH TO SUPPORTING EMPLOYERS WITH CANDIDATE RECRUITMENT

FACTS & SOURCES

[PEW RESEARCH:](#) Social media use over time - When Pew Research Center began tracking social media adoption in 2005, just 5% of American adults used at least one of these platforms. By 2011 that share had risen to half of all Americans, and today 72% of the public uses some type of social media. Click on link to see full report and the section on Who uses each social media platform

- ⌚ [According to Jobvite 2022:](#) 200 million resumes on Indeed, 740 million LinkedIn members, 1 billion Instagram users 2.89 billion Facebook users
- ⌚ [March 2022 New Study Looks at the Role of Social Media in Employer Branding \[Infographic\]](#)

AREAS ASSESSED: SERVING THE NEED OF INTEGRATED SERVICES & DELIVERY

FUTURE STATE ALIGNMENT: BUILD BRAND AWARENESS OF WORKFORCE DEVELOPMENT TO INCREASE UTILIZATION & BUILD A SELF-SUSTAINING SYSTEM OF WORKFORCE DEVELOPMENT

THREAT: INCREASE PARTNERS AWARENESS AND ACCESS TO YOUTH SERVICES WITHIN THE LOCAL AREA AND METHODS TO ADDRESS MENTAL HEALTH .

DATA COLLECTION METHOD

FINDINGS - CURRENT STATE

Online Assessment Question

Direct & Indirect Observations

Environmental Scan

Partners assessment results reviewed showed most Partners were only somewhat familiar with Youth Services, Eligibility and how to access services.

In addition, COVID set back all efforts to re-engage youth into the workforce by approximately ten years. Youth are not only dealing with high unemployment but severe depression. End of 2021, The United States Surgeon General put out a report highlighting the mental health crisis our youth are experiencing:

“Even more concerning, suicide remains the [second leading cause of death](#) among young people between the ages of 10 and 24. Mental health emergencies among young people have increased across the board. In 2020, there was a 24 percent increase in [emergency room visits for mental health](#) reasons for children ages 5 through 11 and a more than a 30 percent increase in visits for those between 12 and 17 years old”

AREAS ASSESSED: SERVING THE NEED OF INTEGRATED SERVICES & DELIVERY

FUTURE STATE ALIGNMENT: BUILD BRAND AWARENESS OF WORKFORCE DEVELOPMENT TO INCREASE UTILIZATION & BUILD A SELF-SUSTAINING SYSTEM OF WORKFORCE DEVELOPMENT

THREAT: INCREASE PARTNERS AWARENESS AND ACCESS TO YOUTH SERVICES WITHIN THE LOCAL AREA AND METHODS TO ADDRESS MENTAL HEALTH

RECOMMENDATION

Based on Partner's assessment results, we are recommending Partners receive required comprehensive training and development on Youth Services. We are recommending the Youth committee work together with internal and external youth services and Partners to draft out a plan that builds Partners' knowledge in segments. The OSO can support the MCWDB youth committee focus by assisting with meeting logistics, facilitation, covenant the Partners, and more.

Include: A plan focused on serving individuals with disabilities including how partners can access mental health and behavioral resources and support for customers.

AREAS ASSESSED: SERVING THE NEED OF INTEGRATED SERVICES & DELIVERY

FUTURE STATE ALIGNMENT: BUILD BRAND AWARENESS OF WORKFORCE DEVELOPMENT TO INCREASE UTILIZATION & BUILD A SELF-SUSTAINING SYSTEM OF WORKFORCE DEVELOPMENT

THREAT: INCREASE PARTNERS AWARENESS AND ACCESS TO YOUTH SERVICES WITHIN THE LOCAL AREA AND METHODS TO ADDRESS MENTAL HEALTH

FACTS & SOURCES

- ⊖ To track [publicly available and timely data](#) on youth unemployment with funding from the Schultz Family Foundation, Mathematica has developed a monthly, semi-annual, and annual [data series on youth unemployment](#) beginning with 2010. The data series provides publicly available and timely data on youth unemployment at the national level by population groups, at the state level, and in select metro areas.
- ⊖ [White House Briefing Sheet](#)
- ⊖ [Protecting Youth Mental Health The U.S. Surgeon General's Advisory](#)
- ⊖ Observed minimal access or awareness on how to refer or manage individuals with physical disabilities during onsite visits to the affiliate sites.
- ⊖ Assessed even fewer ways to manage individuals with possible mental health or behavioral issues at all sites
- ⊖ December 2021, the National Safety Council reported that 75 percent of the employers surveyed were impacted directly by workers who took opioids. Out of the 75 percent, only 17 percent of those employers felt prepared to handle employees suffering from opioid abuse.
- ⊖ A recent survey by the Maricopa County Associations of Government found that out of the five top reasons for Maricopa County are a result of substance abuse and mental health. (Anticipating a study from CDC on how drug abuse may be the reason for the nation's worker shortages).

AREA ALIGNMENT: SERVING THE NEED OF INTEGRATED SERVICES & DELIVERY

FUTURE STATE ALIGNMENT: IMPLEMENT REGIONAL WORKFORCE ENTITY

OPPORTUNITY: REDUCE DUPLICATIVE SYSTEM IMPLEMENTATION AND INTEGRATED SERVICE DELIVERY EFFORTS BY EXPANDING PARTNERSHIPS AND REGIONALIZING SERVICE DELIVERY

DATA COLLECTION METHOD

FINDINGS - CURRENT STATE

OPEN LISTENING SESSIONS.

GROUP DISCUSSION

INDIRECT & DIRECT OBSERVATIONS

INDIRECT & DIRECT PARTNER INTERACTIONS

The bi-monthly workgroup sessions attended by Partners from each core WIOA program and the additional WIOA Partners produce valuable information on Partners:

- Immediate needs, concerns, and the current state of their program.
- Partners have shared concerns about accessing multiple systems to perform the same function, for example, submitting customer referrals and committing time to attend workgroups focused on similar goals.
 - About three-quarters of the local WDA Partners work for a state entity and Partner with more than one local WDA.

Partner's comments and feedback show a need to work with other local areas to combined service delivery effort and reduce the burden of possible duplication to the Partners.

AREA ALIGNMENT: SERVING THE NEED OF INTEGRATED SERVICES & DELIVERY

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RECOMMENDATION

- Establish a path or blueprint showing the expected outcomes and value to regionalizing service delivery. Establish recurring discussions about immediate and future solutions that help users gather quality analytics and delivery a seamless customer experience.

FACTS & SOURCES

- ⊖ Informal and formal Partner Engagements
- ⊖ 6.3 hours of bi-monthly collaboration group sessions facilitated to-date attended by leadership groups from each core WIOA program
- ⊖ OSO Technical Support conducted live, virtually or by email. Request for support received either live in group, or by email.

WIOA ADVOCATING CHANGE WIOA's POSSIBLE FUTURE

SOURCE: NATIONAL SKILLS
COALITION

1

A SAFETY NET THAT SUPPORTS WORKERS' LONG-TERM PATHWAY TO A SKILLED CAREER

Remove barriers to our nation's safety net for all workers, including those impacted by the pandemic, and make it a foundation for new career pathways.

6

DIGITAL ACCESS AND LEARNING FOR ALL WORKING PEOPLE AT HOME AND ON THE JOB

Eliminate barriers by making high-quality digital learning available to all workers.

2

A COMPREHENSIVE APPROACH TO RE-TRAINING AND RE-EMPLOYMENT FOR ALL DISPLACED WORKERS

Guarantee income, healthcare, training, and re-employment support for any worker who loses a job due to economic disruptions such as pandemics, automation, or trade.

4

SUPPORT TO LOCAL BUSINESSES TO AVERT LAYOFFS AND ENCOURAGE UPSKILLING

Subsidize small and mid-sized businesses to avert layoffs, keep their employees paid, and support their re-training during down-time.

7

HIGH QUALITY, JOB-READY EDUCATION FOR THOSE WHO NEED TO RE-ENTER THE LABOR MARKET, INCLUDING MAKING COLLEGE WORK FOR WORKING PEOPLE

Increase system capacity and expand access to high quality, industry driven education and training that prepares workers for good jobs.

3

PUBLICLY FUNDED JOB CREATION THAT INCLUDES TRAINING FOR THOSE IN NEED OF A NEW CAREER

Ensure job creation efforts, such as those around infrastructure or an expanded public health workforce to fight the pandemic, include investments in skills that expand access to long-term careers for local workers.

5

SECTOR PARTNERSHIPS TO DRIVE INDUSTRY-SPECIFIC TRAINING AND HIRING STRATEGIES

Support the partnerships that communities need to develop training strategies targeting the specific needs of individual industries and the local workforce.

8

PUBLIC DATA AND ACCOUNTABILITY REGARDING WHO IS BEING INCLUDED IN THIS RECOVERY

Report data on how different workers and businesses are faring in the recovery and hold policies accountable to equitable outcomes for those most impacted.

ONE-STOP OPERATOR

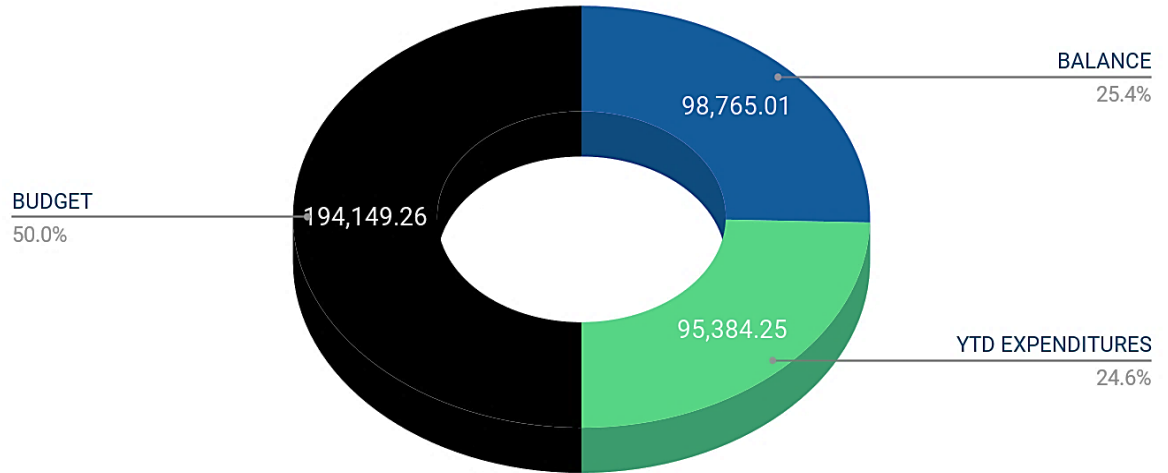
Q3

Budget

Snapshot

PY 2021/2022 MCWDB ONE-STOP OPERATOR

Q3 BUDGET SUMMARY



DATA RESOURCES

- ▶ [NEW REQUIREMENTS FOR AMERICAN JOB CENTER SYSTEMS REGARDING ONE-STOP OPERATORS, PARTNERSHIP AGREEMENTS, AND CERTIFICATION BASED ON FINDINGS FROM 14 STATES AND 28 LOCAL AREAS IN 2019](#)
- ▶ [A CALL TO ACTION FOR WORKFORCE DEVELOPMENT BOARDS](#)
- ▶ [NO WRONG DOOR: A HOLISTIC APPROACH TO HUMAN SERVICES](#)
- ▶ [USING SOCIAL MEDIA SUCCESSFULLY FOR WORKFORCE DEVELOPMENT](#)
- ▶ [2022 JOB SEEKER REPORT: WHAT WORKERS WANT \(AND EXPECT\) IN A POST-COVID JOB MARKET](#)
- ▶ [MARICOPA COUNTY MEMORANDUM OF UNDERSTANDING AND INFRASTRUCTURE FUNDING AGREEMENT \(MOU\) 2020-2023](#)
- ▶ [MCWDB GOALS, STRATEGIES, VALUES, & VISION GUIDE](#)
- ▶ [OSO RFP SCOPE OF WORK 2020-2023](#)
- ▶ [MARICOPA COUNTY LOCAL WORKFORCE DEVELOPMENT AREA PLAN 2020-2023](#)
- ▶ [ARIZONA WORKFORCE INNOVATION AND OPPORTUNITY ACT \(WIOA\) STATE PLAN FOR PY 2020-2023](#)
- ▶ [SKILLS FOR AN INCLUSIVE ECONOMIC RECOVERY An Agenda for President Biden and Congress](#)