



WORKFORCE DEVELOPMENT BOARD

March 20, 2025
Board Meeting Packet



Meeting Packet

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WORKFORCE DEVELOPMENT BOARD MEETING AGENDA

Thursday, March 20, 2025, 1:30 pm-3:00 pm Hybrid

Meeting Location: 211 W. Aspen Ave, Flagstaff, AZ 86001, Chamber Conference Room

Microsoft Teams: Meeting ID: 299 656 995 274 Passcode: t3MU6St7

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1. CALL TO ORDER:

Agenda items may be taken out of order. Pursuant to A.R.S. 38-431.03(A)(3) the Board may vote to go into executive session for legal advice from its attorney on any item listed on this agenda.

- A. Pledge of Allegiance
- B. Roll Call - *Armando Bernasconi, Secretary*

2. Call the public

3. Approval of Agenda and Minutes

- A. Approval of Agenda
- B. Approval of the minutes from the 1/16/2025 board meeting

4. Approval of Consent Items

- A. WIOA Policy 800 Conflict of Interest
- B. Memorandum of Understanding / Infrastructure Funding Agreement- Arizona Department of Economic Security Edited Version
- C. New board member applications from Jeffery McCormick, Jason Jones, Carolyn Kidd, and John Conley

5. Presentation: Higher Minimum Wage Impact on Economic and Workforce Development in Coconino County – by Northern Arizona University’s Economic Policy Institute

6. Committee Reports:

- A. Title 1B update -- *Eckerd*
- B. Finance Report – *Jessica Hudson*
- C. Board Staff Report – *Billy Francis, Executive Director*
- D. One Stop Operator updates – *Chicanos Por La Causa*

7. Meeting Recap

8. ADJOURNMENT

- A. Next Workforce Development Board Meeting, Thursday, May 15, 2025

COCONINO WORKFORCE DEVELOPMENT BOARD

Meeting Minutes
January 16, 2025

<u>WDB Members Present</u>	<u>Board Staff</u>	<u>Guests</u>	<u>WDB Members Absent</u>
Kay Leum	Billy Francis	Aaron Moon	Beth Caplan
Armando Bernasconi	Steven Reyna	Monique De La Luz	Seth Gregar
Donovan Weidmann	Regina Salas	Luke Metzheiser	
Gail Jackson		Jessica Hudson	
Brent Neilson		Lili Crawford	
Judy Franz		Linda Branch	
Valerie Kelly		Tyson Knudsen	
John Dimer		George Ovalle	
Jabarah Nichols		Eilise Fisher	
Bruce Sobczak		Tim Tucker	
Brenda sipe		Ted Martello	
Julie Pastrick		Jennifer Gale	
Kengatta Callen		Judy Begay	
		Beth (Cory)	
		Heather Bachicha	
		Shannon Dingman	
		Troy Roland	
		Reena Singh	

- i. **CALL TO ORDER** – Agenda items may be taken out of order. Pursuant to A.R.S. 38-431.03(A)(3), the Board may vote to go into executive session for legal advice from its attorney on any item listed on this agenda. Chair Sobczak called the meeting to order.
- ii. **PLEDGE OF ALLEGIANCE** – Chair Sobczak led the pledge of allegiance.
- iii. **ROLL CALL** – Armando Bernasconi did the roll call. We did have a quorum.
- iv. **CALL TO THE PUBLIC** – No one from the public requested to comment.
- v. **Approval of Agenda**—Julie Pastrick approved the January 16, 2025, agenda, which was seconded by Brent Neilson.
- vi. **Approval of Minutes** – Meeting minutes from 11/14/2024 were approved by Kay Leum and seconded by John Dimer.
- vii. **Committee Reports**
 - **One Stop Operator update by Heather from CPLC.** Since July 1, 2024, the One- Stop has served over 3200 clients. 59 of them were able to receive jobs with wages of \$20.16. Gail asked why only 59 clients from 3200 got a job. Heather said: hope re-banding would help bring the number of job-obtained clients higher over the next 6 months. Julie said: 0.015% will be in danger of the county losing federal funding. How many of them walked in clients

filled out job applications? Bruce said: Heather needs to gather history numbers to help get better performance. Julie said the old version of OSO report from Dr. Turner looks better in depth and detail than the current version. Billy explained more about the number behind the OSO report, and we are looking for how to streamline the client count numbers by category. Heather started facilitating training and inviting all the members to attend when they were available. Kay asked if the training would be both in person and online.

- **Aaron Moon's Title 1B report from Eckerd.** The report started with an organizational chart update, program integration update, and training process update. It also updated Title 1B transformational services integration, explained how Eckerd enhanced labor market alignment, building connection through outreach etc. Julie asked where the American Job Center is. Aaron answered it's a national brand for ARIZONA@WORK. Donovan said Daniel Richardson is the point of contact for Title II for Coconino County. Kay said CCC is offering workforce training for Coconino County. Aaron reported PY24 skill development pipeline including active caseload and placed in employment. Kay asked what the 5 jobs are placed into and how to define service. Aaron demos the dashboard for Title 1B. Julie asked when the program year is started. Aaron explained that the program year started July 1st, and we have two years to spend each year's budget.

- **Finance Report by Armando Bernasconi**

Financial Overview

1. Funding Available:
 - FY24 Carryover: \$530,745
 - New Funding: \$1,619,261
 - Total Funding Available: \$2,150,006
2. Expenses Breakdown (YTD Expenses as of 11/30/2024):
 - Subrecipients:
 - One-Stop Operator: Budget \$126,876, Q2 spent \$27,966 (54% of the budget remaining).
 - Service Provider: Budget \$940,000, Q2 spent \$13,620 (99% budget remaining).
 - Special Funding:
 - One-Time Funding: Budget \$159,774 Q2 spent \$2,320 (65% of budget remaining).
 - Rapid Response Salary/ERE: Budget \$357,988, Q2 spent \$0 (88% of the remaining budget).
 - Rapid Response Operations/Travel: Budget \$132,092, Q2 spent \$10,539 (92% of the remaining budget).
 - Regular WIOA Expenses:
 - Salary and ERE: Budget \$205,374, Q2 spent \$86,821 (-17% of budget remaining).
 - Operations: Budget \$200,000 Q2 spent \$9,432 (78% of budget remaining).

- Travel: Budget \$15,000 Q2 spent \$5,395 (63% of budget remaining).
- Total Expenditures to Date for Q2: \$166,540, YTD out of a total budget of \$2,137,104 (78% of the budget remaining).

Julie asked if the full Q2 should be ended on 12/31/2024. Armando confirmed it. Gail asked why only Q2 of the fiscal year, but the salary end ERE is already -17% budget remaining. Jessica explained that overall budget we are in good shape, and we have the flexibility to adjust the line-item numbers. Gaid suggested updating the projection so we know how the salary will go through to the end of the year.

Board Staff report by executive director Billy Francis. The Shared Governance Agreement is still being reviewed by the county attorney and leadership. The local plan is still being reviewed by the OEO. The minimum wage report will be released to the community soon. The WIOA board re-authorization is happening on the federal level. Gail asked if the local plan had already been implemented. Billy explained that we will start implementing after the State, our board, and the county BOS approve. Gail asked what grand was secured this month. Billy answered that the NAGJN grand. Gail asked what types of policies are being updated. Billy said that we are updating policies aligning with the changes from DOL.

- **The Chair Report by Bruce.** Each board member has 2 minutes to update about what they are doing.

viii.**ADJOURNMENT**—The meeting was adjourned at approximately 3 PM. The motion was first approved by Kengatta and seconded by Gail.

801 BACKGROUND

Grantees, subrecipients and contractors funded under WIOA must implement codes of conduct and conflict of interest policies and procedures as stipulated in WIOA law, regulations and guidance; Office of Management and Budget (OMB) Circulars; State regulations; and State WIOA policies. A conflict-of-interest policy is required to ensure that individuals or representatives of organizations entrusted with public funds will not personally or professionally benefit from the award, administration, or expenditure of such funds.

In addition, the Coconino County Local Workforce Development Board (LWDB) recognizes that by its very composition, conflicts of interest and issues concerning the appearance of fairness may arise. Therefore, it is essential for the Coconino County LWDB members to be sensitive and err on the side of caution when potential or real conflict or matters of fairness occur.

To accomplish these purposes, the Coconino County LWDB establishes the following definitions, actions, and guidelines.

802 APPLICABILITY/SCOPE

State Workforce Development Board (Workforce Arizona Council), Arizona Department of Economic Security (DES), Arizona Department of Education, Arizona Commerce Authority/Office of Economic Opportunity, Coconino County Local Workforce Development Board (LWDB), Local Workforce Administrative Entities (i.e. grant recipients), One-Stop Operators and Workforce Stakeholders

803 DEFINITIONS

Conflict of Interest - Conflict between the official responsibilities and the private interests of a person or entity that is in a position of trust. A conflict of interest would arise when an individual or organization has a financial or other interest in or participates in the selection or award of funding for an organization. Financial or other interest can be established either through ownership or employment.

Immediate Family - Immediate Family consists of the individuals' parents (including step-parents), spouse, domestic partner, children (including step-children), siblings, grandchildren, grandparents, and any relative by marriage (an "in-law")

Individual - (1) an individual; i.e., officer, or agent, or (2) any member of the individual's immediate family (spouse, partner, child, or sibling), or (3) the individual's business partner.

Organization - A for-profit or not-for-profit entity that employs, or has offered a job to, an individual defined above. An entity can be a partnership, association, trust, estate, joint stock company, insurance company, or corporation, whether domestic or foreign, or a sole proprietor.

Firewall - an established policy or procedure that acts as a barrier or protection against an undesirable influence, outcome, or authority. Examples of firewalls include but are not limited to organizational arrangements that provide clear separation of duties and responsibilities, including confidentiality and disclosure agreements.

804 CONFLICT OF INTEREST POLICY

For Individuals

- A. No individual shall participate in the selection, award, or administration of a contract or grant funded by WIOA Title I-B or other federal, state, or county funds if a real or apparent conflict of interest would be involved. Such a conflict would arise when the individual, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the firm selected for an award.
- B. No individual shall cast a vote or participate in any decision-making capacity on the provision of services by such individual (or any organization which that individual directly represents), or any matter which would provide any direct financial benefit to the individual, to the individual's immediate family, or to the individual's organization.
- C. No individual shall solicit or accept gratuities, favors, or anything of monetary value from contractors or parties to sub agreements. Individuals may receive unsolicited, gifts of value no greater than \$10 from parties unconnected to any person or organization that intends to respond to a proposal, has responded to a proposal, or has received an award.
- D. Individuals shall not use, for their own private gain, for the gain of others, or for other than officially designated purposes, any information obtained as a result of their committee or working relationships with the Coconino County LWDB and not available to the public at large, or divulge such information in advance of the time prescribed for its authorized release.
- E. Disciplinary actions, up to, and, including termination of employment, will be applied for violations of this policy by any individual.

For Contractors and Subcontractors

- A. Each contractor and subcontractor shall maintain a written code of standards or conduct governing the performance of persons engaged in the award and administration of MCWDB contracts and subcontracts.
- B. Each contractor and subcontractor shall ensure that no person in a decision-making capacity shall engage in any activity, including participation in the selection, award, or administration of a contract or subcontract supported by MCWDB funds if a conflict of interest, real, implied or apparent, would be involved.

- C. The standards of conduct shall provide for disciplinary actions, up to, and, including termination of employment for violations of the code of conduct.
- D. Failure to comply with this policy may result in the termination of contracts with the MCWDB and disqualification for future contracting opportunities

805 CODE OF CONDUCT POLICY

A written set of standards (Code of Conduct) governing the performance of the Coconino Count LWDB and its employees, officers, or agents related to real or apparent conflicts of interest is a requirement (29 CFR 95.42). The following standards shall apply for the LWDB, its employees and Title IB Contract Partners:

- 1. Adherence to the Conflict of Interest Policies and established Firewalls.
- 2. Adherence to procurement procedures that serve to minimize the appearance of conflicts, in addition to eliminating actual conflicts. Members who represent One Stop Operators, Partners or actual or potential Service Providers and who serve on committees that oversee the One Stop System or the allocation of resources that would potentially be allocated to their programs shall refrain from discussing or voting on any matter that would impact the programs they represent.
- 3. A Member’s employer may not participate in any way in a future bid on procurement where the Member helped to draft specifications. In order to avoid potential conflicts as circumstances change, Members whose employers may wish to participate in a future procurement will refrain from involvement in specification development or procurement processes.
- 4. A Member shall not become a recipient, directly or indirectly, of any salary payments or loans or gifts or any free service or discounts or other fees from or on behalf of any person or organization engaged in any transaction with the Coconino County LWDB.

806 ATTACHMENTS, LINKS, and REFERENCES

- 1. Workforce Arizona Council Governance Policy #8
 - a. [Conflict of Interest Policy Adopted 022819.pdf \(arizonaatwork.com\)](#)
- 2. Arizona Revised Statutes: Title 38: Public Officers and Employees; Chapter 3: Conduct of Office; Article 8: Conflict of Interest of Officers and Employees; Subsections 38-501 through 38-511.



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COCONINO WORKFORCE DEVELOPMENT BOARD MEMBER

I, _____, a Member of the ARIZONA@WORK Coconino Workforce Development Board do hereby attest and affirm that I have read and understand the Conflict of Interest Policy and Code of Conduct.

I also hereby declare and promise to carry out my responsibilities in relation to upholding the Conflict of Interest Policy and Code of Conduct during my term as a Board Member.

Board Member

Signed: _____

Date: _____

DECLARATION OF REAL APPARENT OR PERCEIVED CONFLICT OF INTEREST

Return this page to the Coconino County WDB Email to: workforce@coconino.az.gov



**Memorandum of Understanding
between
ARIZONA@WORK Coconino Workforce Development Board and the
Workforce Innovation & Opportunity Act Partners**

I. Introduction

- A. The purpose of this Memorandum of Understanding (MOU) is to improve the accessibility and quality of workforce development services made available to a partner-shared customer pool. The Workforce Innovation and Opportunity Act (WIOA) and associated Arizona State Policy set by the Workforce Arizona Council requires the Coconino County Workforce Development Board (LWDB) to develop, execute, and maintain an MOU with all cores and required workforce system partners, herein referred to as “Partners”.
- B. This MOU provides the shared funding arrangements entered by the Partners in the Coconino County Workforce Development Area (LWDA) delivery system. Through this MOU, the Partners have identified costs related to the operation and maintenance of the LWDA delivery system that are of mutual benefit and have identified mechanisms for the payment of such costs.
- C. The LWDB is the entity accountable for oversight of the following programs: youth workforce development activities authorized under WIOA section 129(c); adult and dislocated worker employment and training activities under WIOA sections 134(c) and (d); employer engagement; and the One-Stop delivery system in Coconino County.
- D. Partner programs who are parties to this MOU will participate as members of the ARIZONA@WORK Coconino County Partner Program Operations Leadership Committee in conjunction with the LWDB.

II. Background

ARIZONA@WORK Coconino County Partners developed this MOU to ensure that the following principles of the Workforce Innovation and Opportunity Act of 2014 are implemented:

- A. **Universal Access:** All customers will have access to our services, regardless of their background or any barriers they may face. Whether they’re a youth seeking guidance, an individual with disabilities navigating the workforce, or an employer looking for qualified talent, we will provide the resources and support needed.
- B. **One-Stop System Approach:** All customers may explore work readiness preparation, foundational education, and career development services while

- having access to information on a range of employment, training, and occupational programs. Services will be made available through the ARIZONA@WORK One-Stop Job Center, WIOA Partner programs, and online.
- C. Individual Choice: Customers will have access to career, skill, employment, education, and training information to enhance employment opportunities based on individual needs. Customers may develop a personal career plan, taking into consideration the advice and coaching provided by One-Stop Job Center staff and Partners.
 - D. Regional Development: Creating an ARIZONA@WORK System that upgrades the regional area workplace skills and enhances the economic development of the area. Services for both employers and job seekers, such as tax credits, labor market information, employment opportunities, and skill building, will be made accessible on-site.
 - E. Cost-Effectiveness: All customers will have access to a system that minimizes costs, enhances the participation of employers and job seekers served through the system and does not duplicate services.

III. MOU Partners

- A. Section 121(b)(1)(B) of WIOA identifies the following entities that are required core programs of local One-Stop delivery systems:
 - Title I programs authorized under WIOA, serving:
 - Adults,
 - Dislocated workers,
 - Youth,
 - YouthBuild,
 - Native American Programs,
 - Job Corps, and
 - Migrant and seasonal farmworkers.
 - Title II: Adult education and literacy activities authorized under Title II of WIOA; (WIOA sec. 121(b)(1)(B)(ii)),
 - Title III: Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.); (WIOA sec. 121(b)(1)(B)(iii)),
 - Title IV: Programs authorized under parts A and B of Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.); (WIOA sec. 121(b)(1)(B)(iv)).
- B. Section 121(b)(1)(B) of WIOA identifies the following entities that are required partners of local One-Stop delivery systems if providing services in the service area:
 - Senior community service employment activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.); (WIOA sec. 121(b)(1)(B)(v)).
 - Postsecondary vocational education activities under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.); (WIOA sec. 121(b)(1)(B)(vi)).
 - Trade Adjustment Assistance and NAFTA Transitional Adjustment

- Assistance activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.); (WIOA sec. 121(b)(1)(B)(vii)).
- Activities authorized under chapter 41 of Title 38, U.S.C. (local veterans' employment representatives and disabled veterans outreach programs); (WIOA sec. 121(b)(1)(B)(viii)).
 - Employment and training activities carried out by the Department of Housing and Urban Development; (WIOA sec. 121(b)(1)(B)(x)),
 - Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law); (WIOA sec. 121(b)(1)(B)(xi)),
 - Programs authorized under section 212 of the Second Chance Act of 2007 (42 U.S.C. 17532); (WIOA sec. 121(b)(1)(B)(xii)), and
 - TANF Programs authorized under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), subject to subparagraph (C). (WIOA sec. 121(b)(1)(B)(xiii)).
- C. The following core and required partners provide services provided in the ARIZONA@WORK Coconino County service delivery area, and are parties to the MOU:
- Programs authorized under Title I of WIOA:
 - Adult Program
 - Dislocated Worker Program
 - Youth
 - The Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA Title III.
 - The Adult Education and Family Literacy Act (AEFLA) program authorized under Title II of WIOA.
 - The Vocational Rehabilitation (VR) program authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA Title IV.
 - The Senior Community Service Employment Program authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.).
 - Trade Adjustment Assistance activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.).
- D. Other required or additional entities may become parties to this MOU as service delivery is established in the stated service delivery area or at the discretion of the ARIZONA@WORK Coconino County Local Workforce Development Board.
- E. The designated One-Stop Operator, and Title 1B Service Providers for the Coconino County ARIZONA@WORK System are selected by the LWDB through a competitive process and then recommended to the Coconino County Board of Supervisors for final approval. The Local Workforce Development Board oversees the Coconino County One-Stop system.

IV. Duration of this Memorandum of Understanding

This MOU will be in effect starting July 1, 2023, and will be reviewed and renewed no less than once every three years. If substantial changes have occurred in the programs, services, or activities offered through the one-stop delivery system, this

MOU will be promptly updated and renewed to ensure continued appropriate funding and delivery of services.

V. Description of ARIZONA@WORK System Services

- A. Service delivery will be consistent with the most current version of the ARIZONA@WORK Coconino County Local Workforce Development Plan and processes agreed upon by the Partners and the LWDB as applicable. Partners who are a party to this MOU will use an agreed-upon referral process and will provide services onsite or via technology-based mechanisms.
- B. All partners to this MOU/IFA will provide services under the ARIZONA@WORK Coconino County brand regardless of organizational affiliation.
- C. A directory will be on-site at the ARIZONA@WORK One-Stop Job Center that provides specific information about services provided by each partner along with contacts.
- D. As per WIOA, use of the One-Stop Job Center will be universal and open to the public. Individuals utilizing the One-Stop Job Center may register in the Arizona Job Connection website and may access additional services as determined by informal and formal work readiness assessments.
- E. Individual programs may require eligibility documentation for enrollment. Each program will provide customers with their respective eligibility requirements and services offered.
- F. Co-enrollment in multiple partner programs is encouraged whenever assessment results indicate this will be most beneficial for the customer. The objective of co-enrollment is to broaden the service options for participants by leveraging resources and responding to un-met education, supportive services, and job placement needs.
- G. The ARIZONA@WORK Coconino County Comprehensive One-Stop Center is located at the following address:

**1701 N. 4th St.
Flagstaff, AZ 86004**

VI. Role of the ARIZONA@WORK One-Stop Operator

- A. Be responsible for the coordination and implementation of the partner program service delivery system as outlined in the ARIZONA@WORK Coconino County Local Workforce Development Plan,
- B. Direct the flow and delivery of services in accordance with workforce system policies,
- C. Use a high level of innovation and creativity in designing and implementing a human-centric workflow system that will benefit ARIZONA@WORK Coconino County customers,
- D. Coordinate the service delivery of required and participating One-Stop partners and service providers, and
- E. Oversee the ARIZONA@WORK Coconino County Comprehensive One-Stop Job Center.

VII. System Partners, Standards, and Expectations

- A. Partners are expected to adhere to established standards for providing services

at the ARIZONA@WORK Coconino County Comprehensive One-Stop Job Center, including:

1. Statutory compliance with all federal, state, and local rules including those established by the One-Stop Job Center, so far as they are not in conflict with the specific application of any law and regulation governing the operation.
 2. All persons in the One-Stop Job Center are expected to practice a code of conduct which includes:
 - a. Presenting a professional appearance
 - b. Maintaining good work habits: e.g. practicing common courtesy, maintaining a neat workspace, being punctual, appreciating diversity, exceeding customer expectations
 - c. Compliance with a practice of established professional and ethical standards
 - d. Maintaining adequate levels of staffing during all hours of operation, including non-traditional hours (if applicable) and
 - e. Shared responsibility for compliance with established security and emergency guidelines.
- B. The ARIZONA@WORK Coconino County Comprehensive One-Stop Job Center will be functionally aligned across participating Partners. Each function will be based on WIOA procedures and regulations, which shall be comprised of Title IB supervisor level staff operating within the ARIZONA@WORK Coconino County service delivery system. System partners agree to coordinate scheduling activities to facilitate customer flow and service among partners.

VIII. Description of Functional Organization, Customer Flow, and Service Delivery

- A. Use of a 'no wrong door' approach within the workforce system One-Stop Job Center to create a customer-friendly, seamless service delivery system; the 'no wrong door' approach provides customers with the opportunity to explore work readiness preparation, foundational education, and career development services while having access to information on a range of employment, training, and occupation programs. It will enable clients to approach the One-Stop system to address their needs, rather than a preconceived idea of the programs or services.
- B. Referrals will be made to partner programs as appropriate. Partners agree to develop a universal referral process.
- C. Resource information will be on-site at each service location that provides contact information for each partner program.
- D. System partners are expected to respond to referrals in a timely manner based on agency workflow and resources.
- E. Service delivery will be consistent with the ARIZONA@WORK Coconino County Local Plan and processes agreed upon by members of the Program Operations Leadership Committee and the LWDB.
- F. Each partner is responsible for their provision of services associated within the One-Stop System.
- G. Partners have agreed to maintain operational control and responsibility for

their staff assigned to the One-Stop System while assuring staff adhere to policies and procedures of the location.

H. Partners will adhere to the WIOA applicable policies and procedures.

IX. Business Engagement

ARIZONA@WORK Coconino County Partners to this MOU agree that:

The business community is the primary customer of the ARIZONA@WORK Coconino County business engagement system. The approach to business engagement will be based upon a transformational approach – one that is visionary, proactive, and strategic; holistic view; embraces uncertainty, risk, and new approaches.

Focusing on individual program goals (e.g. placements, enrollments) can be detrimental to the goals of the larger business engagement effort.

A. Business Service delivery will be consistent with the most current version of the ARIZONA@WORK Coconino County Local Workforce Development Plan and processes agreed upon by members of the ARIZONA@WORK Coconino County Partner Program Operations Leadership Committee

B. In addition to the guiding principles within the local plan, Partners agree to:

1. Identify and provide services under the ARIZONA@WORK Coconino County brand regardless of organizational affiliation while providing WIOA services;
2. Identify a single point of contact for business engagement activities;
3. Agree upon and collaboratively develop a method to coordinate outreach efforts to employers and networking groups;
4. Meet frequently with partners to avoid duplication of outreach and outreach efforts;
5. Ensure all staff are focused on local in-demand sectors;
6. Develop a comprehensive list of the services each partner offers to the business community for internal reference;
7. Recognize the ARIZONA@WORK Coconino County website as the primary contact portal for the business community for access to services;
8. Develop integrated marketing materials that seamlessly promote system services that are available to the LWDA business community;
9. Leverage program caseloads to support the labor exchange effort (e.g. job orders, hiring events, and job fairs). Partners will develop a feedback mechanism for partners to provide to the Business Service Representative job-ready/referred participants;
10. Ensure Business Service Representatives contact all partners in support of scheduled events and
11. Identify a single Business Engagement Team member to serve as a representative on the ARIZONA@WORK Business Services Team.

X. Cross-Training

A. Partners agree to participate in cross-training to ensure that partner staff are familiar with all programs represented within the ARIZONA@WORK Coconino County One-Stop Job Center to integrate services, facilitate co-enrollment, and improve overall service delivery.

B. The One-Stop Operator will coordinate and work with Partners to schedule

training.

XI. Veterans Preference

All federally funded employment and training programs administered by ARIZONA@WORK Coconino County Comprehensive One-Stop Job Center Partners will include a veteran priority system to provide maximum employment and training opportunities to veterans and other eligible persons within each targeted group, as established by applicable federal law and state and federal policies in the LWDA.

XII. Resource Sharing Agreement and Cost Allocation

- A. One-Stop system partners will share an equitable and proportionate responsibility for the costs of the infrastructure and operational expenses of the ARIZONA@WORK Coconino County Comprehensive One-Stop Job Center based on the benefit derived.
 - **Exhibit 1** outlines our current Infrastructure Funding Agreement.
- B. Co-located partners agree to base cost sharing on direct square footage used for each respective partner with dedicated space in the AZ DES building and a corresponding share of the common area costs.
- C. System partners that do not have dedicated space in the Comprehensive One-Stop Job Center may negotiate with the AZ DES to determine if space is needed and available.

XIII. Performance Accountability

- A. Partners agree to meet quarterly, at a minimum, to exchange information about performance goals and the attainment of these goals. These meetings will be set up and facilitated through the One-Stop Operator. Partners will develop strategies to assist each other in meeting the respective performance goals.
- B. Each partner providing services at the Comprehensive One-Stop Job Center will be responsible for the day-to-day functional supervision of their respective staff. Partners will coordinate with AZDES to ensure coverage is shared by Partners when necessary.
- C. The LWDB and Partners will be part of a process that will continuously review the needs of the workforce and business community and refine the services of the One-Stop Job Center based upon those needs.
- D. The LWDB and Partners agree to participate in assessment activities to measure system effectiveness.

XIV. Confidentiality

Partners agree to share customer information only for the benefit and with the expressed and informed consent of the participant and, if applicable, the participant's legal guardian.

XV. Dispute Resolution Process

It is expected that Partners will participate in decision-making by consensus.

- A. In instances where consensus cannot be reached, and service delivery for the ARIZONA@WORK Coconino County Comprehensive One-Stop Job Center is impaired, those partners who are parties to the dispute and have signed this

MOU shall submit to the following dispute resolution process:

1. If Partners are unable to resolve a dispute to the satisfaction of the members who are parties to the dispute, the complaint shall be submitted in writing to the Coconino County LWDB Executive Committee and the LWDB Executive Director.
2. The Executive Director shall evaluate the merits of the dispute and may attempt to resolve the dispute through mediation. However, in all cases, the LWDB Executive Director shall prepare a response to the complaint within thirty days. If any party to the dispute is not satisfied with the decision of the Executive Director, the dispute shall be passed to the WDB Executive Committee. The decision of the committee shall be final and binding on all parties to the dispute, unless such a decision is in contradiction of applicable State and Federal laws or regulations governing the Partner agencies.

XVI. Addressing Customer Complaints

- A. Any partner staff can receive a customer complaint.
- B. Partners agree to address complaints that are received by following the policy and associated procedures outlined in the ARIZONA@WORK Coconino County Policy Manual, Policy 700, Complaints, Grievances, and Appeals, found at: <https://coconino.az.gov/2540/37960/Workforce-Development-Board-WIOA-Policies> Complaints specific to a partner program service or personnel should be forwarded to that partner program's representative.

XVII. Severability Clause

If any part of this MOU is found to be null and void or is otherwise stricken, the rest shall remain in full force and effect.

XVIII. Indemnification

- A. The Parties intend and agree that they should each be responsible for their own acts, errors, and omissions, and the acts, errors, and omissions of their own employees, agents, clients, guests, invitees, or persons acting at the direction or under the control of that Party.
- B. The Parties to this Agreement agree to defend, indemnify, and hold harmless the other Parties from liability hereunder. However, if the common law or a statute provides for either a right to indemnity and/or a right to contribution to any Party to this Agreement, then the right to pursue one or both remedies is preserved.

XIX. Disabilities Services

- A. All parties to this MOU certify that they prohibit, and will continue to prohibit discrimination and they certify that no person otherwise qualified is denied employment, services, or other benefits based on:
 1. Political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin,
 2. Sex or age, except when such constitutes a bon fide occupational

- qualification, or
3. The physical or mental disability of a qualified individual with a disability.
- B. The parties to this agreement specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016); the Americans with Disabilities Act (42 U.S.C. 12101 et seq.); the Non-traditional Employment for Women Act of 1991; Titles VI and VII of the Civil Rights Act of 1964, as amended; Section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1967, as amended; Title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. Data Access

- A. Records of customers who receive services funded through Wagner-Peyser, Title 1B or other U.S. Department of Labor funded employment programs will be maintained in a workforce case management and reporting system provided by AZ DES.
- B. Partners who wish to obtain access to workforce case management and reporting systems may do so under terms and conditions of this MOU if the following conditions are met:
 1. The partner is responsible for all costs associated with data access,
 2. The partner agrees to adhere to state and local policies governing confidentiality, data usage, and standards for data entry, and
 3. Each partner staff member who requires access will follow the security access procedures established by AZ DES and sign the appropriate data access forms prior to receiving access.

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**Memorandum of Understanding between
Coconino County Workforce Development Board
and
Workforce Innovation Opportunity Act Partners**

Chief Elected Official

Chair

Coconino County Board of Supervisors

ATTEST:

Lindsay Daley

Date

Clerk of the Board

Signature Date

LWDB Chairperson

Bruce Sobczak, Chair

Coconino Workforce Development Board

Approved as to form:

Deputy County Attorney

Date

Signature Date

One-Stop Operator

Chicanos Por La Causa

Signature Date

Infrastructure Funding Agreement (IFA):

Local Workforce Development Area: ARIZONA@WORK Coconino County, Local Workforce Development Area

Date Submitted: 7/1/2023

1. **The period this agreement is effective:** July 1, 2023, to June 30, 2026

2. **Identification of all ARIZONA@WORK Job Center partners, Chief Executive Official(s), and the Local Workforce Development Board (LWDB) participating in the IFA (See Attachment A)**

Included in Exhibit 1

3. **Steps the LWDB, Chief Elected Official (CEO), and ARIZONA@WORK Job Center partners took to reach consensus and/or an assurance that the Local Workforce Development Area followed guidance for the state infrastructure funding mechanism.**

Steps taken by LWDA included:

- Step One: Discussion with the state on identified needs.
- Step Two: Email sent to all parties.
- Step Three: All parties review the document.
- Step Four: Draft document is submitted to the state for review.
- Step Five: All parties sign the document.

Overview of meetings:

The parties provided a discussion via email which included a review of what the IFA required and the development of answers to the fundamental questions. The IFA was completed and provided to the State for review. At the next meeting, each party will be provided with the updated MOU/IFA for discussion and review. After these email meetings the document will be routed for signatures.

During this process, all parties agreed that the steps to reach consensus for this IFA would be the same as

described in the *Dispute Resolution Process*, Section XIV of the MOU. Partners will make a concerted effort to negotiate the IFA, including the overall operating budget, for the Coconino Local Workforce Area. All budgets in the IFA will be reconciled quarterly against actual data on a mutually agreed upon cadence, by all partners.

4. The process ARIZONA@WORK Job Center partners will use to resolve issues related to infrastructure funding during the MOU duration period when consensus cannot be reached.

All Parties/partners will actively participate in Coconino County IFA negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally. Should informal resolution efforts fail, the process outlined in the *Dispute Resolution Process*, Section XVI of the MOU will be followed.

If Partners in Coconino County have employed the *Dispute Resolution Process* and have failed to reach consensus on any issue pertaining to the IFA, then an impasse is declared, and the State Funding Mechanism will be triggered.

5. A description of the periodic modification and review process to ensure equitable benefit among ARIZONA@WORK Job Center partners.

This IFA, as an attachment to the MOU, shall be reviewed on an annual basis, or more often as agreed to by the Partner Program Leadership Committee. If substantial changes have occurred, this IFA/MOU will be modified accordingly no less than once every three-year period to ensure appropriate funding and delivery of services.

All Parties agree to abide by the process for modification, as outlined in the *Renewal and Amendment of this Memorandum of Understanding*, section V of the MOU.

IFA Attachments

- A. ARIZONA@WORK Job Center Partners, Chief Executive Official(s), and the LWDB Participating in the IFA**
- B. ARIZONA@WORK Operating Budget: Infrastructure Costs**
- C. Signatures of Co-located ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure Costs**
- D. Signatures of non-co-located ARIZONA@WORK Job Center Partners Agreeing to Negotiate the Sharing of Infrastructure Costs When Sufficient Data is Available to Determine Relative Benefit and Proportionate Share**

E. ARIZONA@WORK Operating Budget: Additional Costs (Applicable Career Services)

F. *OPTIONAL (NOT USED):*

***ARIZONA@WORK Operating Budget: Additional Costs (Shared Operating Costs and Shared Services) and
Signature of ARIZONA@WORK Job Center Partners Agreeing to Share Identified Operating Costs/Shared Services***

Attachment A:

Identification of all ARIZONA@WORK Job Center Partners, Chief Elected Official(s), and the Local Workforce Development Board (LWDB) participating in the IFA

Local Workforce Development Board:

Bruce Sobczak
Coconino Workforce Development Board
Chair
219 E Cherry Ave.
Flagstaff, AZ 86001
workforcedevelopment@coconino.az.gov

Billy Francis
Coconino Workforce Development Board
Executive Director
219 E Cherry Ave.
Flagstaff, AZ 86001
workforcedevelopment@coconino.az.gov
928-679-7416

Chief Elected Official(s):

Coconino County Board of Supervisors
District 1-Patrice Horstman 219 E Cherry Ave, Flagstaff, AZ 86001 928-679-7161 phorstman@coconino.az.gov
District 2-Jeronimo Vasquez 219 E Cherry Ave, Flagstaff, AZ 86001 928-679-7152 jvasquez@coconino.az.gov
District 3 - Tammy Ontiveros 219 E Cherry Ave, Flagstaff, AZ 86001 928-679-7163 tontiveros@coconino.az.gov
District 4 - Judy Begay 219 E Cherry Ave, Flagstaff, AZ 86001 928-679-7164 jbegay@coconino.az.gov
District 5 - Lena Fowler 219 E Cherry Ave, Flagstaff, AZ 86001 928-679-7751 lfowler@coconino.az.gov

<p>Required WIOA and ARIZONA@WORK Job Center Partner</p>	<p>ARIZONA@WORK Job Center Partner Serves Local Area?</p>	<p>Point of Contact Information <i>Name, Title, Address, Telephone, Email</i></p>
<p>Adult, Dislocated Worker (DW), and Youth Program Services under Title I-B of WIOA</p>	<p>X</p>	<p>Troy Roland <i>Operations Director</i> Eckerd Connects C: (417) 317-9649 E: trroland@eckerd.org</p>

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Job Corps under Title I of WIOA	X	Outreach and Admissions Counselor Job Corps 602-377-4352
Youth Build under Title I of WIOA	N/A	N/A
Indian and Native American Programs (INAP) under WIOA Title I	X	Bridget K. Blixt Program Manager Phoenix Indian Center, Inc. 4520 N Central Ave Ste. 250 Phoenix, AZ 85012 602-264-6768 Ext 2201 bblixt@phxindiancenter.org
Migrant and Seasonal Farmworker Programs (MSFW) under Title I of WIOA	N/A	N/A
Adult Education and Family Literacy Act programs under Title II of WIOA	X	Beverly Wilson Deputy Associate Superintendent of Adult Education Services Arizona Department of Education 1500 W Jefferson St., Bin #26 Phoenix, AZ 85007 602-364-2707 Beverly.Wilson@azed.gov
Wagner-Peyser under Title III of WIOA	X	Kevin Herring Department of Economic Security 1789 W. Jefferson Street Phoenix AZ 85007 520-910-1896 kherring@azdes.gov
State Unemployment Insurance (UI)	X	Sandra Canez Arizona Department of Economic Security sandracanez@azdes.gov

ARIZONA@WORK COCONINO COUNTY Infrastructure Funding Agreement

Trade Adjustment Assistance (TAA) under Title II of Trade Act	X	Kevin Herring Department of Economic Security 1789 W. Jefferson Street Phoenix AZ 85007 520-910-1896 kherring@azdes.gov
Jobs for Veterans State Grants (Vets) under Title 38, U.S.C.	X	Kevin Herring Department of Economic Security 1789 W. Jefferson Street Phoenix AZ 85007 520-910-1896 kherring@azdes.gov
Vocational Rehabilitation under Title IV of WIOA	X	Kristen Mackey, Program Administrator Arizona Department of Economic Security 1789 W. Jefferson Street Phoenix AZ 85007 480-665-6736 Kmackey@azdes.gov
Senior Community Service Employment Programs (SCSEP) under Title V of Older Americans Act--State of Arizona	X	Elexia Torres, Project Director AARP Foundation SCSEP 4520 N Central Avenue, Suite 575, Phoenix AZ 85012 602-841-0403
Senior Community Service Employment Programs (SCSEP)—National Grantees under Title V of Older Americans Act	X	Al Jernigan, Project Director AARP Foundation SCSEP 4020 N 20th St, Phoenix, AZ 85016 602-841-0403
Career and Technical Education programs at the postsecondary level (CTE) under Perkins Career and Technical Education Act	X	
Housing and Urban Development--- Employment and Training Programs	N/A	N/A

ARIZONA@WORK COCONINO COUNTY Infrastructure Funding Agreement

Community Services Block Grants (CSBG)— Employment and Training Activities	N/A	N/A
Re-entry Employment Opportunities (REO) under Second Chance Act	N/A	N/A
<i>Additional ARIZONA@WORK Job Center Partners Approved by the LWDB and CEO(s)---If Any</i>		

<u>Attachment B1: ARIZONA@WORK Job Center and Affiliate Site Locations</u>	
Local Workforce Development Area: <u>Coconino County</u>	
ARIZONA@WORK Job Center Locations* <i>(Name, Address, Contact Name, Phone Number)</i>	ARIZONA@WORK <u>Affiliate</u> Site Locations <i>(Name, Address, Contact Name, Phone Number)</i>
<p>ARIZONA@WORK Job Center Location #1</p> <p>ARIZONA@WORK Coconino County Comprehensive One-Stop Job Center 1701 N. Fourth St. Flagstaff, AZ 86004 928-213-3537</p>	<p>Affiliate Site Location #1:</p>
<p>ARIZONA@WORK Job Center Location #2:</p>	<p>Affiliate Site Location #2:</p>
<p>ARIZONA@WORK Job Center Location #3:</p>	<p>Affiliate Site Location #3:</p>

Attachment B2: ARIZONA@WORK Job Center Partners Co-located in Each ARIZONA@WORK Job Center Location

Local Workforce Development Area: Coconino County

(Place an "X" If the ARIZONA@WORK Job Center Partner is Co-located in the Identified ARIZONA@WORK Job Center or Affiliate Site)

ARIZONA@WORK Job Ctr Partner	ARIZONA@WORK Job Ctr #1	ARIZONA@WORK Job Ctr #2	ARIZONA@WORK Job Ctr#3	Affiliate Site #1	Affiliate Site #2	Affiliate Site #3
Adult/DW	X					
Youth	X					
Job Corps	n/a					
Native Amer	n/a					
MSFW	n/a					
Adult Ed	n/a					
Wagner-Peyser	X					
Trade	n/a					
Veterans	X					
SCSEP--State	n/a					
SCSEP-National	n/a					
Career/Tech Ed	n/a					
HUD E&T	n/a					
CSBG E&T	n/a					
Second Chance	n/a					
Youth Build	n/a					
<i>Other: Vocational Rehab</i>	X					

Attachment B3: Annual Infrastructure Budget for Each ARIZONA@WORK Job Center and Affiliate Site		
ARIZONA@WORK Job Center: <u>Coconino County, Flagstaff, AZ</u> (Name/Location) Or Affiliate Site/Specialized Center (Name/Location)		
<i>Cost Category/Line Item</i>	<i>Line-Item Cost Detail</i>	<i>Cost</i>
Building Costs		
Non-mov building costs		1,023,499.92
Rental of Office Furniture/Equipment		6,344.96
Security Services		84,585.22
Subtotal: Building Costs		\$1,114,430.10
Equipment Costs		
Office furniture/equipment		2,181.28
Subtotal: Equipment Costs		\$2,181.28
Other Operating Costs		
General Office Expenses		2,315.00
Indirect Costs – Occupancy		129,391.22
Subtotal: Other Operating Costs		\$131,706.22
Technology to Facilitate Access to the ARIZONA@WORK Job Center		
Technology used for the center’s planning and outreach activities		-
<i>Specify the Technology</i>		
Cost of creation and maintenance of a center website (not specific to an individual program partner) that provides outreach to		-

ARIZONA@WORK COCONINO COUNTY Infrastructure Funding Agreement

customers by providing information on ARIZONA@WORK Job Center services and/or provides direct service access to the ARIZONA@WORK Job Center <i>Website Address: _____</i> <i>(Does not include data systems or case management systems specific to individual program partners.)</i>		
Subtotal: Technology to Facilitate Access Costs		\$0.00
Supplies to Support the General Operation of the ARIZONA@WORK Job Center (Local Option, If Agreed by All Co-located ARIZONA@WORK Job Center Partners)		
Supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the ARIZONA@WORK Job Center <i>Office Supplies</i>		572.45
Subtotal: Supplies to Support the General Operation of the ARIZONA@WORK Job Center		\$572.45
Common Identifier Costs (Local Option, If Agreed by All Co-located ARIZONA@WORK Job Center Partners)		
Creating New Signage		-
Updating Templates/Materials		-
Subtotal: Common Identifier		\$0.00
SUMMARY OF TOTAL INFRASTRUCTURE COSTS TO BE SHARED BY CO-LOCATED ARIZONA@WORK Job Center PARTNERS		
Cost Category		Total Cost
Subtotal: Building Costs		\$1,114,430.10

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<i>Subtotal: Equipment Costs</i>	\$2,181.28
<i>Subtotal: Other Operating Costs</i>	\$131,706.22
<i>Subtotal: Technology to Facilitate Access Costs</i>	\$0.00
<i>Subtotal: Supplies to Support the General Operation of the ARIZONA@WORK Job Center</i>	\$572.45
<i>Subtotal: Common Identifier Costs</i>	\$0.00
TOTAL INFRASTRUCTURE COSTS FOR THIS LOCATION	\$1,248,890.05

Attachment B4: Percentage of Co-located ARIZONA@WORK Job Center Partner's Occupancy in Each Center

ARIZONA@WORK Job Center Location: Coconino County

Total Square Footage of the ARIZONA@WORK Job Center: 50,000 Square Feet

Total Square Footage of Dedicated/Assigned Space for All Co-located ARIZONA@WORK Partners: 10,194.26 Square Feet

<i>Co-located ARIZONA@WORK Job Center Partners</i>	<i>Square Footage of the ARIZONA@WORK Job Center Partner's Dedicated/Assigned Space</i>	<i>Square Footage of the ARIZONA@WORK Job Center Partner's Share of Common Area</i>	<i>Total Square Footage of the ARIZONA@WORK Job Center Partner Space</i>	<i>ARIZONA@WORK Job Center Partner's Dedicated Space as a % of All Co-located ARIZONA@WORK Job Center Partners' Space</i>
Title I-B Adult/Dislocated Worker/Youth	664.00	869.33	1,533.33	3.07%
Job Corp	275.00	360.04	635.04	1.27%
Title III Wagner-Peyser Business Services	64.00	83.79	147.79	0.30%
JVSG/DVOP	64.00	83.79	147.79	0.30%
JVSG/LVER	0	0	0	0
Title III Wagner-Peyser Employment Service	416.00	544.64	960.64	1.92%
Title IV Vocational Rehabilitation	2,931.57	3,838.10	6,769.67	13.54%
<i>Total Percentage of the Designated/Assigned Space of All Co-located ARIZONA@WORK Job Center Partners</i>			<u>10,194.26 Sq Ft / 50,000 = 20.39%</u>	

**Attachment B5:
Initial Proportionate Share of Infrastructure Costs Allocated to Each Co-located ARIZONA@WORK Job Center Partner**

ARIZONA@WORK Job Center Location: 1701 N Fourth Street, Coconino County, Flagstaff AZ_86004
 Total Infrastructure Costs for This ARIZONA@WORK Job Center:
 \$1,248,890.05 * 20.4% = **\$254,773.57** (See Attachment B3 & B4)

Co-located ARIZONA@WORK Job Center Partner	ARIZONA@WORK Job Center Partner's Dedicated Space as a % of All Co-located ARIZONA@WORK Job Center Partners' Space	Proportionate Share (% of ARIZONA@WORK Job Center Partner Space X Total Infrastructure Cost = ARIZONA@WORK Job Center Partner Share)	\$ Share to Be Paid in Cash	\$ Share to Be Paid In non-cash
Title I-B	3.07%	\$38,340.92	\$38,340.92	-
Job Corp	1.27%	\$15,860.90	\$15,860.90	-
Title III Wagner-Peyser Business Services	0.30%	\$3,746.67	\$3,746.67	-
JVSG/DVOP	0.30%	\$3,746.67	\$3,746.67	-
JVSG/LVER	0%	\$0.00	\$0.00	-
Title III Wagner-Peyser Employment Service	1.92%	\$23,978.69	\$23,978.69	-
Title IV Vocational Rehabilitation	13.54%	\$169,099.71	\$169,099.71	-
Total Infrastructure Costs to Be Shared by ARIZONA@WORK Job Center Partners in Cash/Non-Cash (Must Equal Total Infrastructure Costs for this ARIZONA@WORK Job Center			\$254,773.57	\$0.00

Attachment C:

Signatures of Co-located ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure Costs

**By signing below, all parties agree to the terms prescribed in the Infrastructure Funding Agreement
(Chief Elected Official) *ATTEST:***

Chair of Board

Coconino County Board of Supervisors
Printed Name and Title

Signature and Date

(LWDB Chairperson)

Bruce Sobczak., Chair
Coconino Workforce Development Board
Printed Name and Title

Signature and Date

Lindsay Daley Date
Clerk of the Board

Approved as to form:

Deputy County Attorney Date

Attachment C:

Signatures of Co-located ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure Costs

By signing below, all parties agree to the terms prescribed in the Infrastructure Funding Agreement

(Co-located Partner Entity)

(Co-located Partner Entity)

WIOA Title IB Services
Coconino Workforce Development Board
Printed Name and Title

WIOA Title III Services
AZ Dept of Economic Security
Printed Name and Title

Signature and Date

Signature and Date

(Co-located Partner Entity)

(Co-located Partner Entity)

WIOA Title IV Services
Arizona Department of Economic Security
Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Attachment D:

Signatures of non-co-located ARIZONA@WORK Job Center Partners Agreeing to Negotiate the Sharing of Infrastructure Costs as When Sufficient Data Are Available to Determine Relative Benefit and Proportionate Share

By signing below, all parties agree that when data are available to determine the benefit of ARIZONA@WORK Job Centers to non-co-located ARIZONA@WORK Job Center partners, the infrastructure cost sharing agreement will be renegotiated to include their proportionate share of contributions.

(Non-Co-located Partner Entity)

(Non-Co-located Partner Entity)

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

(Non-Co-located Partner Entity)

(Non-Co-located Partner Entity)

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

ARIZONA@WORK Infrastructure Funding Agreement Templates and Instructions

Attachment E1: Career Services Applicable to Each ARIZONA@WORK System Partner							
Basic Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF
T-I Program Eligibility	✓	✓	✓		✓		
Outreach, Intake, Orient	✓	✓	✓	✓	✓	✓	
Initial Assessment	✓	✓	✓	✓	✓	✓	
Labor Exch/Job Search	✓	✓	✓		✓	✓	
Referrals to Partners	✓	✓	✓	✓	✓	✓	
LMI	✓	✓	✓		✓	✓	
Performance/Cost Info	✓	✓	✓		✓		
Support Service Info	✓	✓	✓	✓	✓	✓	
UI Info/Assistance	✓	✓	✓		✓		
Financial Aid Info	✓	✓	✓	✓	✓	✓	
Basic Career Services	Tech Ed	SCSEP	Job Corps	Native Am	MSF	YouthBuild	TAA
T-I Program Eligibility							
Outreach, Intake, Orient							✓
Initial Assessment							✓
Labor Exch/Job Search							✓
Referrals to Partners							✓
LMI							✓
Performance/Cost Info							✓
Support Service Info							✓
UI Info/Assistance							✓
Financial Aid Info							✓

ARIZONA@WORK Infrastructure Funding Agreement Templates and Instructions

Basic Career Services	Comm Act	Housing	UI	Native Am	Veterans	Other Part	Other Part
T-I Program Eligibility							
Outreach, Intake, Orient					✓		
Initial Assessment					✓		
Labor Exch/Job Search					✓		
Referrals to Partners					✓		
LMI					✓		
Performance/Cost Info							
Support Service Info					✓		
UI Info/Assistance			✓				
Financial Aid Info							

Individualized Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF
Comp Assessment	✓	✓	✓			✓	
Employment Plan	✓	✓	✓			✓	
Career Plan/Counsel	✓	✓	✓			✓	
Short-Term Prevocational	✓	✓	✓			✓	
Internships/Work Experience	✓	✓	✓			✓	
Out-of-Area Job Search	✓	✓	✓				
Financial Literacy	✓	✓	✓				
ELA/Integrated Education	✓	✓	✓	✓			
Workforce Preparation	✓	✓	✓	✓			

ARIZONA@WORK Infrastructure Funding Agreement Templates and Instructions

<i>Individualized Career Services</i>	Tech Ed	SCSEP	Job Corps	Native Am	MSF	Youth Build	TAA
Comp Assessment							✓
Employment Plan							✓
Career Plan/Counsel							✓
Short-Term Prevocational							✓
Internships/Work Experience							
Out-of-Area Job Search							✓
Financial Literacy							✓
ELA/Integrated Education							✓
Workforce Preparation							✓
<i>Individual Career Services</i>	Comm Act	Housing	UI	Native Am	Veterans	Other Part	Other Part
Comp Assessment					✓		
IEP					✓		
Career Plan/Counsel					✓		
Short-Term Prevocational					✓		
Internships/Work Experience					✓		
Out-of-Area Job Search					✓		
Financial Literacy							
ELA/Integrated Education							
Workforce Preparation					✓		

Attachment E2: Consolidated System Budget for the Delivery of Applicable Career Services

The “Consolidated System Budget for the Delivery of Applicable Career Services” is the total actual or reasonably estimated amount of funds budgeted by the required ARIZONA@WORK Job Center partners for the delivery of the career services (that are applicable to their programs) and made available through the ARIZONA@WORK one-stop delivery system. This budget includes all costs, including personnel, related to the administration and delivery of these services.

<i>Applicants Career Services</i>	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF/CA
Basic Career Services: T-I Eligible/Initial Assess Outreach, Intake, Orient Labor Exch/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$64,440	\$42,960	\$99,225	\$	\$209,735	\$369,876	\$ N/A
<i>Applicants Career Services</i>	Tech Ed	T-V OAA	Job Corps	Native Am	MSF	Youth Build	TAA
Basic Career Services: T-I Eligible/Initial Assess Outreach, Intake, Orient Labor Exch/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$	\$	\$	\$	\$	\$	\$152
<i>Applicants Career Services</i>	Comm Act	Housing	UI	Native Am	Vets	Other Part	Other Part

ARIZONA@WORK Infrastructure Funding Agreement Templates and Instructions

Basic Career Services: T-I Eligible/Initial Assess Outreach, Intake, Orient Labor Exch/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$	\$	\$4,126	\$	\$12,157	\$	\$
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ARIZONA@WORK Infrastructure Funding Agreement Templates and Instructions

<i>Applicants Career Services</i>	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF
Individual Career Services: Comp Assessment/IEP Career Plan/Counsel Short-Term Prevocational Internship/Work Exper Financial Literacy IET/ELA/WF Prep	\$150,360	\$100,240	\$297,675	\$	\$ 266,553	\$ 17,953	\$
<i>Applicants Career Services</i>	Tech Ed	T-V OAA	Job Corps	Native Am	MSF	YouthBuild	TAA
Individualized Career Services: Comp Assessment/IEP Career Plan/Counsel Short-Term Prevocational Internship/Work Experience Financial Literacy IET/ELA/WF Prep	\$	\$	\$	\$	\$	\$	\$152
<i>Applic Career Services</i>	Comm Act	Housing	UI	Native Am	Vets	Other Part	Other Part

ARIZONA@WORK Infrastructure Funding Agreement Templates and Instructions

Individualized Career Services: Comp Assessment/IEP Career Plan/Counsel Short-Term Prevocational Internship/Work Experience Financial Literacy IET/ELA/WF Prep	\$	\$	\$	\$	\$34,315	\$	\$
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Attachment F1: Optional ARIZONA@WORK Job Center Partner Agreement to Share Other Costs and Services

Type of Cost to be Shared:

Description of the Cost to Be Shared and What it Includes:

ARIZONA@WORK Job Center Partners Agreeing to Share This Cost

The following ARIZONA@WORK Job Center partners have agreed to share these costs:

The ARIZONA@WORK Job Center partners that agreed to share these costs will benefit by:

Shared Cost Budget for

<i>(Identify the Type of Cost)</i>		
<i>Line Item</i>	<i>Budget Detail</i>	<i>Cost</i>
		-
Not Applicable		-
		-
		-
		-
		-
		-
		-
<i>Total Budget for This Shared Cost</i>		<i>\$0.00</i>
<i>Agreed Upon Cost Allocation Methodology to Share This Cost</i>		

Proportionate Share for ARIZONA@WORK Job Center Partners Agreeing to Share These Costs				
<i>(Identify the Type of Cost)</i>				
<i>Partners Agreeing</i>	<i>Agreed Methodology</i>	<i>Initial Partner Share</i>	<i>Amount in Cash</i>	<i>Amount in Non-Cash</i>
Partner 1: N/A		\$	\$	\$
Partner 2:		\$	\$	\$
Partner 3:		\$	\$	\$
Partner 4:		\$	\$	\$
Partner 5:		\$	\$	\$
Partner 6:		\$	\$	\$
<i>Total Budget for This Shared Cost</i>		<i>\$0.00</i>	<i>\$0.00</i>	<i>\$0.00</i>

Attachment F2: Signature of ARIZONA@WORK Job Center Partners Agreeing to Share Identified Operating Costs/Shared Services

Signature Page for Partners Agreeing to Share *(Identify the Type of Cost)*

By signing below, these parties agree to the terms prescribed in the sharing of other costs.

Partner 1:

Partner 3:

Printed Name and Title

Printed Name and Title

Signature and Date Partner 2:

Signature and Date

Partner 4:

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

From: [Daley, Lindsay](#)
To: [Francis, Billy](#); [Salas, Regina](#); [Liu, Yanzi](#)
Cc: [Horstman, Patrice](#); [Soqui, Cindy](#); [Webber, Valerie](#)
Subject: FW: Online Form Submission #55795 for Application for County Boards, Commissions, Committees and Councils
Date: Thursday, January 30, 2025 2:50:17 PM

Good Afternoon Billy,
Please find attached an application that Jeff McCormick did online to be on the Workforce Development Board.
Lindsay

From: noreply@civicplus.com <noreply@civicplus.com>
Sent: Thursday, January 30, 2025 2:24 PM
To: Daley, Lindsay <ldaley@coconino.az.gov>; Webber, Valerie <vwebber@coconino.az.gov>; Webmaster <webmaster@coconino.az.gov>
Subject: Online Form Submission #55795 for Application for County Boards, Commissions, Committees and Councils

Application for County Boards, Commissions, Committees and Councils

Personal Information

Name of the Board, Commission, Council or Committee you are interested in: Workforce Development Board

Your Name Jeff McCormick

Supervisor District District 1 - Patrice Horstman

Your Address 211 West Aspen Ave., Flagstaff, AZ 86001

Home Phone *Field not completed.*

Work Phone 928-213-2966

Email Address jeff.mccormick@flagstaffaz.gov

Fax Number *Field not completed.*

Are you willing to abide Yes

by the Open Meeting
and Open Records laws
of the State of Arizona?

Are you willing to sign
an Oath of Allegiance?

Yes

Number of hours you
are able to commit to
per month

6 - 10 hours per month

Do you have access to
the internet?

Yes

Are you able to attend
meetings in Flagstaff?

Yes

Skills and Experience

Why do you want to
serve on this Board?

As an economic developer, workforce development is essential to ensure businesses are adequately staffed and have resources to train their staff. It is a critical element of retaining and expanding businesses, expanding their workforce, ensuring all staff are trained or cross-trained for multiple duties. Being a member of the WDB provides me with enhanced knowledge of workforce incentives to share with local businesses.

What prior experience
do you have on Boards?

Former member of Workforce Development Boards for La Paz and Graham Counties. Former member of Chambers of Commerce Boards in both counties. Current Chair of Business Retention and Expansion Committee in Flagstaff. Former Chair of the Board for Domestic Violence shelter and support nonprofit. Former member of Board for community food bank and garden nonprofit. Former Chair of church board.

What skills and experience would you bring to the Board?
(Indicate type and years experience in reference to the Board you are interested in)

Management

Government

Years of Experience

20

Building Professional

Field not completed.

Years of Experience

Field not completed.

Recreation	<i>Field not completed.</i>
Years of Experience	<i>Field not completed.</i>
Experience Continued	
Artist	<i>Field not completed.</i>
Years of Experience	<i>Field not completed.</i>
Legal	<i>Field not completed.</i>
Years of Experience	<i>Field not completed.</i>
Financial	Business Finance
Years of Experience	10
Scientific	<i>Field not completed.</i>
Years of Experience	<i>Field not completed.</i>
Medical	<i>Field not completed.</i>
Years of Experience	<i>Field not completed.</i>
Educator	<i>Field not completed.</i>
Years of Experience	<i>Field not completed.</i>
Environmental/ Land Use	<i>Field not completed.</i>
Years of Experience	<i>Field not completed.</i>
Experience and Employment	
Other Experience	Public Outreach, Training, Planning
Years of Experience	20
Current Employer	City of Flagstaff
Job Title	Economic Development Manager
	Support regional businesses, administer economic and workforce

Brief Description of Duties growth programs, including business attraction, business retention and expansion, sustain relations with major employers, small businesses, university leaders, while facilitating growth

Past Employer La Paz County

Job Title Community Development Director

Brief Description of Duties The enclosed resume provides description.

Past Employer Town in Graham County

Job Title Town Manager

Brief Description of Duties The enclosed resume provides description.

Resume Upload [Flagstaff ED Manager Resume Cover Letter 2024.pdf](#)

Your application will be placed in our files and reviewed as we have openings. Openings on some Boards occur infrequently due to the length of term - up to 4 years.

Email not displaying correctly? [View it in your browser.](#)

Jeffrey S. McCormick

480-761-8751 | jmccormick101@hotmail.com | [linkedin.com/in/Jeff-McCormick-101](https://www.linkedin.com/in/Jeff-McCormick-101)

Heidi Hansen, Economic Development Director
City of Flagstaff, 211 West Aspen Avenue, Flagstaff, Arizona 86001

Warmest Greetings, Ms. Hansen:

Please accept this letter and attached resume as an application for the position of Economic Development Manager for the City of Flagstaff. My professional expertise is in economic development, community development, planning and zoning, legislative and community relations as a liaison for several public agencies – making economic and business development programs efficient and sustained for the long-term. My expertise also includes testifying before and making presentations to federal, tribal, state, and local government councils, and resolving long-term problems with the support of government council members.

I have 20 years of experience directing and implementing economic development outreach and consulting activities, with small business owners, business attraction prospects, and for business retention and expansion purposes, including outreach with cultural businesses. I assisted business owners with creating and finalizing business objectives and locating financing. I researched business financing programs. I analyzed ordinances and regulations applicable to industrial and commercial prospects.

I developed and delivered numerous presentations on economic and workforce development subjects, including training sessions for community and business leaders. Simplified market analysis reports were often included in the sessions to familiarize leaders with the complexities of economic development decisions. I developed marketing and promotion materials, distributed to highlight various economic development programs and workforce development incentives, including employer reimbursement for new employee training expenses.

The Economic Development Manager position caught my attention as it incorporates my professional interests and would allow me to exercise a range of my skills in which I excel. I managed a \$2M annual budget with personal responsibilities to include financial oversight, personnel supervision, economic development, planning and zoning, community relations and outreach, strategic market analysis, targeted business relations and outreach, targeted marketing practices, and managing multiple advisory councils, all while making the public aware of a business' product or service, economic impact, and workforce benefits.

In me, the City of Flagstaff will gain the value of a Senior Community Relations, Economic and Business Development Leader with multifaceted business experience, including creating effective, mutually trusted, and collaborative relationships with regional partners such as financial institutions, business prospects, workforce development boards, economic development agencies, regional policymaking organizations, chambers of commerce, regional business advocates and Realtors, downtown businesses, and cultural organizations.

Finally, recruiters often misinterpret the short-term duration of some positions. In the past, I have left positions to prepare for an upcoming legislative session. Please do not misinterpret this as "jumping around" between positions. It is a reality of self-employment I am looking to resolve in a permanent and stable position.

Thank you for your kind consideration, and I look forward to the opportunity to speak with you about my candidacy in greater detail. I am happy to answer any questions regarding my experience and background.

With Sincere Gratitude,

Jeff McCormick

RELEVANT CAREER HIGHLIGHTS

- Senior Leader with 20+ years of experience in business development, economic development, community development, targeted communications, and government and community relations in public, private, and nonprofit industries
- Thorough knowledge of downtown management and commercial district revitalization, development, redevelopment, permitting, planning and zoning.
- Exposure to and a passion for creativity in community development, clean and safe strategies, urban design, city planning, and economic development programs.
- Strong working knowledge of budget management, contract negotiation, and fiduciary responsibilities for municipal and nonprofit budgets.
- Maintains strong public-private partnerships among stakeholders including businesses, nonprofit funders, elected officials, and community groups. Partners with cities and stakeholders in downtown improvement and beautification. Improves on the communications between nonprofits, stakeholders, and cities.
- Experience in community relations and outreach with proven ability to build strong, working relationships with diverse constituents and community representatives.
- Implements organization and management practices and methods, program development and implementation, personnel supervision and management, employee relations, team building, budget development and fiscal management.
- Ongoing visibility during weekends and evenings, providing face to face interaction. Develops and manages marketing and communications, improves on current events offered, establishes new events to attract audiences to the downtown area.
- Tracks and utilizes market data, target demographics and digital media analytics to develop and execute strategic marketing, branding, and special events to promote downtown districts and support business attraction, expansion and retention.
- Knowledge / understanding of redevelopment and market drivers necessary to facilitate development in a downtown district.
- Generates partnerships to support and enhance the marketing and promotion of downtown special events and activities.
- Works directly with internal development team including building safety, planning, engineering and other city departments to assist through the planning permitting process for redevelopment projects in downtown districts.
- Develops and maintains relationships with merchants, landowners, residents, developers, regional stakeholders and utility partners to facilitate redevelopment and business attraction. Communicates with the general public, other city employees, developers and property owners to explain rules, regulations, and projects related to downtown development.
- Makes verbal and written presentations to city manager, city council, boards, commissions, other citizens groups in a professional and effective manner. Analyzes and researches parameters for initiatives and incentives for discussion with developers and other businesses focused on downtown development.
- Researches and assists in development of alternative economic development policies, strategies and implementation techniques to support downtown development. Analyzes and interprets economic, demographic and sociological findings
- 20+ years of experience in economic development marketing and branding program implementation, and analysis of marketing program's impact. Implements principles and practices of special event management and digital content creation.
- Directs project teams, exercises initiative and independent judgment. Establishes and maintains effective working relationships with businesses and community leaders, communicates effectively verbally and in writing.
- Develops communication mediums to improve communication with internal stakeholders. Develops and instills internal / external communications, with delivery of messages to business / employee groups. Develops public affairs / relations strategies for communications with downtown business.
- Collaborates with colleagues and external consultants to build and activate a local coalition of support. Plans and executes special events including open houses and presentations.
- Serves as a consultant and representative to business support organizations, economic development organizations, workforce development organizations, neighborhood groups and other stakeholders.
- Develops, implements, and monitors community outreach and development programs consistent with company policies and corporate responsibility objectives. Leads programs for employees to serve as ambassadors within the community.
- A demonstrated record for integrity, professionalism, sound judgement, and leadership. A forward-thinking and motivational approach to leadership. Energetic, with optimism, in developing innovative ideas to increase businesses and nonprofits with additional members and enhanced services.

CORE COMPETENCIES

- Senior Level Leader
- Program Management
- Economic Development
- Workforce Development
- Small Business Advocacy
- Community Relations Programs
- Communications Development
- Marketing & Public Outreach
- Multi-Cultural Relationships
- Market Analysis & Strategies
- Leadership Development
- Training Program Development
- Facilitation / Presentation Skills
- Government / Legislative Affairs
- Organizational Optimization
- Technological Improvements
- Leadership With Integrity

PROFESSIONAL WORK EXPERIENCE

ECONOMIC DEVELOPMENT CONSULTANT – ARIZONA

Consultant / Self Employed

2009 - Present

- Collaborated with many urban, rural and tribal communities and businesses. Successfully steered federal funding processes that secured \$10.5M in federal funding for San Carlos Apache Telecommunications; capital doubled broadband deployment capacities on the Reservation, including improved wireless coverage for first responder and disaster response time
- Performs economic redevelopment and support work to include research, marketing, program development, and analysis
- Performs business recruitment and retention. Initiates and analyzes business recruitment and retention campaigns
- Represents municipalities as their liaison in local and regional downtown redevelopment activities
- Presents verbal and written reports to municipal departments, community groups, and other agencies
- Assists business owners, property owners, developers, residents and community organizations in navigating municipal regulatory processes; investigates business compliance issues, problems and concerns, forwards inquiries to the appropriate municipal division and tracks issues with staff to ensure resolution
- Participates on interdepartmental project teams; leads relevant internal downtown working groups and teams; leads collaborative projects with other division and departments within the municipality
- Develops and supports the development of agreements with stakeholders; leads Request for Proposal (RFP) processes, development agreements and contracts; works with municipal attorneys and department directors through these processes
- Experience preparing and conducting solicitations for consultant/professional services and development proposals with procurement staff. Experience with preparing business opportunities via a procurement process.
- Experience managing commercial tenants, business agreements or serving as Owner's Representative to Tenants and Lessees. Experience presenting material to external audiences or community groups.
- Experience and familiarity with real estate development and/or property management issues in an urban environment.
- Experience conducting independent research and analysis on real estate development matters and briefing decision makers.
- Experience writing and preparing memos, reports, marketing material or other content intended for a public audience.
- Experience developing and managing consultant contracts and development agreements.
- Experience collaborating with multiple stakeholders on development projects or initiatives.
- Experience facilitating transit-oriented development and redevelopment projects or initiatives.
- Developed detailed inventories of regional economic, workforce and housing resources; distributed inventories to business site selector firms looking for commercial and industrial locations on behalf of their business clients
- Supported communities, businesses, development advocates with targeted research and analysis; produced marketing materials to promote community amenities and developed incentives for business attraction prospects
- Steered the process to develop a comprehensive check sheet to streamline countywide building permit and land / infrastructure development process, improving efficiencies in planning, enforcing regulations and mitigating liabilities
- Conducted and prepared technical presentations on global trade, transportation, infrastructure, and economic / workforce development, as well as tailored strategies for funding business initiatives across various platforms
- Analyzed economic policies and business trends; developed comparative economic and business analysis, strategic business planning, and presentations to attract regional businesses and investment opportunities
- Developed targeted marketing tools that promoted business attraction incentives, community amenities, features of available business and industrial sites, as well as available financial resources to accelerate growth

GOVERNMENT RELATIONS CONSULTANT - OLYMPIA, WA & PHOENIX, AZ

Consultant / Self Employed

2000 - Present

- Secured funding for infrastructure, transportation, and economic development, resulting in enhanced opportunities to attract, retain and expand businesses, and promoted broadband and shared industry cluster incentives as a rural growth strategy
- Researched and analyzed legislative-regulatory proposals and projected aftereffects. Designed legislative proposals. Crafted specific language, gained bipartisan support, and testified before committees to advocate development in communities
- Developed economic and workforce development incentives enacted into state codes that improved business attraction
- Legislative proposals reduced regulatory barriers for economic developers, building contractors and property developers
- Maintains a network of contacts among Arizona cities, towns and tribes, cultivating internal and external advocacy efforts, consultation on a variety of energy and water issues, advisement of senior management, and the development and implementation of strategies to support corporate and business objectives, legislation and utility service delivery
- Responsible for advocating public policies in growth and land management, land development and infrastructure, rural and urban planning, and construction codes; informing state and local policymakers about proposals affecting the housing industry, and recommending alternatives that lessen negative impact and foster positive results
- Proposed public policy revisions that best enhanced opportunities to attract, retain and expand businesses, provide workforce training, revitalize commercial and downtown properties, modernize infrastructure, and promote industry clusters
- Analyzed economic policies and business trends; developed comparative economic and business analysis, strategic business planning, infrastructure financing, and presentations to attract regional businesses and investment opportunities

- Knowledge of and experience in Arizona policy issues, power and water utilities, Arizona regulatory and legislative procedures, state trade associations, and business and community leaders engaged in issues affecting Arizonans.

LA PAZ COUNTY – PARKER, AZ

Community Development Director

2019 - 2020

- Responsible for the direct oversight and operations of county planning programs, zoning commission, and board of adjustments by enforcing county zoning regulations, strategically resolving land use difficulties, and ensuring compliance with zoning codes from land developers and building codes with building contractors to improve safety and mitigate risk
- Prepared the county development, planning and zoning program budget and led a team of employees, including a building inspector, code enforcement officer, building permit technician, planning and zoning technician, and wastewater specialist
- Developed a comprehensive check sheet utilized to streamline the county's building permit and land development processes
- Ensured departmental compliance of building codes, operational standards, and monitored an inventory of undeveloped land

Town Manager (in Graham County AZ)

2013 –2017

- Managed a \$2M annual budget with personal responsibilities to include finance, personnel, economic development, floodplain manager, planning and zoning duties, and led a team upwards of 20 employees
- Successfully upgraded and streamlined infrastructure and utilities with CDBG funds, improving utility operations for greater efficiency, and adjusted rates in small increments for the first time in 20 years
- Organized completion of the Town's first General Plan, a planning document outlining future improvements to the community in the next 10 years. Conducted public outreach events to solicit public input
- Initiated a regional economic assets inventory, established an economic development document which lists all amenities and assets, including demographic information and workforce availability within a geographic region, with data typically utilized by site selectors for business relocation and entrepreneurs for business investment
- Spearheaded the upgrade of integral technology at Town facilities, effectively adopted a fiber optic platform, measurably improving cybersecurity. Improved the Town website by adding additional information and functions to improve user access.

ARIZONA DEPARTMENT OF COMMERCE – PHOENIX & SHOW LOW, AZ

Regional Manager

- Responsible for managing a program that strengthened community and business development initiatives, provided guidance on updating strategies, creating incentives, and identifying funding available for economic, workforce, and community development. Emphasized broadband deployment and facilitated entrepreneurial approaches that expedited outcomes
- Served as a consultant, traveled to communities across 6 counties to deliver methods and support using a hands-on approach to facilitate their economic and business development priorities while developing trusting relationships

WORLD AFFAIRS COUNCIL – TACOMA, WA

Communications Director

- Organized seminars, training sessions, and fundraising events to promote community education programs in a nonprofit association, including networking programs for K-16 educators, generating an increase in organizational membership

HOME BUILDERS ASSOCIATION – BREMERTON, WA

Government Affairs Director

- Responsible for advocating public policies in growth and land management, land development and infrastructure, rural and urban planning, and construction codes; informing state and local policy-makers about proposals affecting the industry, and recommending alternatives that lessen negative impact and foster positive results

ADDITIONAL EXPERIENCE

UNITED STATES SENATE – BELLEVUE, WA

Constituent Liaison / Global Trade, International Business Relations & Cultural Outreach

- Facilitated congressional-constituent relations, developed communication strategies for controversial and complex issues, and built strong relations with cultural communities and minority-operated businesses

UNITED STATES ARMY – FORT LEWIS, WA

Operations, Logistics & Training Officer

- Managed a \$2M budget, mentored 30 personnel, and developed training and education programs for 560 personnel, measurably improved performance and accountability despite federal funding reductions

UNITED STATES SENATE – PHOENIX, AZ

U.S. Senate Liaison / Intern / Department of Defense and Federal Communications Commission

- Represented veterans in claims before the Department of Veterans Affairs, facilitated favorable resolutions of a high proportion of veterans claims, while mediating disputes and managing numerous and complex details

EDUCATION AND PROFESSIONAL DEVELOPMENT

ARIZONA STATE UNIVERSITY
Bachelor of Science, Political Science

PROFESSIONAL DEVELOPMENT COURSES
Economic, Workforce, and Community Development

References are on the Next Page

Jeffrey S. McCormick

480-761-8751 | jmccormick101@hotmail.com | [linkedin.com/in/Jeff-McCormick-101](https://www.linkedin.com/in/Jeff-McCormick-101)

REFERENCES

Terry Cooper
Former Graham County Manager
Safford, Arizona 85546
928-651-1320

Ian McGaughey
Yuma County Manager
Yuma, Arizona 85364
928-503-0123

Edyie McCall
Chandler Economic Development Manager
Chandler, Arizona 85225
321-684-3636

Gary Kellogg
Kingman Economic Development Director
Kingman, Arizona 86401
928-486-6729

Paul Senseman
Policy Development Group
Phoenix, Arizona 85012
602-499-2762

Paul Esparza
Cochise County Planning Director
Bisbee, Arizona 85603
520-432-9254

From: noreply@civicplus.com
To: [workforce development](#)
Subject: Online Form Submission #55993 for Workforce Development Board Nomination Form
Date: Thursday, February 20, 2025 2:15:45 PM

Workforce Development Board Nomination Form

First Name	Jason
Last Name	Jones
Position/Title	Business Owner
Business/Organization Representing	Tech Genie
Please check one:	New Application
Representation – Complete One Section (1, 2, or 3) relevant to the category that you represent. All applicants must hold optimum policy-making authority or optimum hiring authority.	
Please check one identifier:	I hold optimum policy-making authority
Category 1: Business Representative	Business Owner
If Other is checked please describe policy making and/or hiring authority.	<i>Field not completed.</i>
B. Select one of the following Business Types that you represent.	Private Sector Small/For-Profit Business (fewer than 500 employees)
C. Describe the In-Demand Industry or Occupation represented by your business.	Sustainable Technology
D. Describe Employment Opportunities in the In-Demand Industry or Occupation provided	Human interface with technology, assembly of products, and distribution of products.

by your business.

E. Describe the nature of your business and your position. Please include a description of your policy- making and hiring responsibilities within your organization, including the role you play in training and/or employee development.	Tech Genie's goal is to design sustainable technology to empower communities, families, and individuals. I am the business owner, I design products and produce them. This is a new business so our policy making and hiring process is not developed, however we plan to take an equitable approach to these.
---	--

F. Select Organization Type nominating you.	Local Business Organization (List Org Name)
---	---

List Organization name, if Local Business Organization is checked.	Tech Genie
--	------------

List Organization Name , if Business Trade Association is checked.	<i>Field not completed.</i>
--	-----------------------------

Category 2: Workforce Representative

A. Select one or more of the following Organization Types that you represent.	Youth Training, Youth Employment, or Youth Education Organization (WIOA-eligible Youth)
---	---

B. If you selected Registered Apprenticeship Program, select one of the following roles that you fulfill.	<i>Field not completed.</i>
---	-----------------------------

If Member of Labor Organization is checked, please give the name of the organization.	<i>Field not completed.</i>
---	-----------------------------

C. If you selected Community-Based	<i>Field not completed.</i>
------------------------------------	-----------------------------

Organization above, describe the organization's demonstrated experience addressing employment, training, and education needs to those with barriers to employment.

D. If you selected Youth Training, Youth Employment, or Youth Education Organization for Disconnected Youth, describe the organization's demonstrated experience addressing employment, training, and education needs to WIOA- eligible youth. State if the experience is serving in-school or out-of-school youth.

We plan to do presentations at schools and community centers, specifically working with youth to teach about sustainable technology and ways they can get into gardening easily.

E. If you selected Labor Organization or Registered Apprenticeship Program above, list the Local Labor Federation nominating you.

Field not completed.

Category 3: Other Representative

A. Select one of the following Organization Types in which you have optimum policy-making authority.

Economic and Community Development Entity

B. Name of Organization nominating you.

Coconino County Workforce Development Board

Additional Information:

Business/Organization

927 W Forest Meadows St

Address	STE. 354
City	Flagstaff
State	AZ
Zip	86001
Phone	8033894188
Fax	<i>Field not completed.</i>
Mobile	8033894188
Email address	jjones@liberationearth.org
Website address	https://techgenieshop.myshopify.com/ Still under development
Business license number	Entity ID: 23121358
1. The Coconino County Board of Supervisors values member diversity reflecting the demographics of Coconino County. Briefly describe how your appointment would contribute to the diversity of the Workforce Development Board. (Response Optional)	As an African American and Puerto Rican who has lived around the country, I bring a uniquely diverse insight to the board. I believe I have lived experience that allows me to offer insight that others may not have.
2. Please list your current chamber and association memberships, the duration of each membership and the positions you currently hold.	N/A
3. Please list any professional award(s)	National Public Service Award

or recognition you have received within the last 5 years.

Coconino County WDB Related Questions

Please answer the following questions by attaching additional pages:

1. The purpose of the WDB is to provide strategic leadership and operational oversight to Coconino County's workforce development system through building partnerships, developing career pathways, and providing highquality workforce development services. What knowledge skills and abilities do you have that would assist the WDB in effectively achieving this?

I am working on forming partnerships in the community to help strengthen our collective positive impact and I believe that I have leadership skills based in leaving no one behind.

2. Membership on the Coconino County WDB requires that each member attend a full WDB meeting every quarter, attend training sessions for board members and become an advocate for workforce development. The time commitment for these activities ranges from 4 to 6 hours per month. Can you make this time commitment?

Yes

3. Serving on a subcommittee of the Coconino County WDB is strongly encouraged.

Yes

The time commitment for this activity ranges from 3 to 4 hours per month. Can you make this time commitment?

4. Why do you wish to serve on the Coconino County WDB? (Describe in 100 words or less).

To help provide diverse insights about the future of tech and the effects on the workforce.

Additional Required Documentation:

Nomination Letter: Please include a letter from a senior executive of the nominating organization you listed above in your category of representation.

Current Resume.

Upload Nomination Letter

[CCWDB Board Member Invite--Jason Jones.pdf](#)

Upload Current Resume

[JJones_Resume-1.pdf](#)

Signature and Acknowledgement:

I, the undersigned, certify that the information on this application is true and correct to the best of my knowledge and that, if appointed to serve, I will do so to the best of my ability and in the best interest of Coconino County and its citizens.

Signature

Jason Jones

Date

02/20/2025

To be completed by County official only

Field not completed.

Date Received By Coconino County

Field not completed.

Received By

Field not completed.

Field not completed.

Field not completed.

Email not displaying correctly? [View it in your browser.](#)

Jason Jones

IT Support Specialist

Jason Jones
Flagstaff, AZ 86001

1-803-389-4188
jasonj.jones96@gmail.com

Skills

- Technical Support (Hardware, Software, Network Operations)
- Customer Service and Customer Support
- Troubleshooting and Issue Resolution
- Remote Desktop Services
- Software Troubleshooting (C++, Java, Html, Python, JavaScript, Android)
- Help Desk and IT Ticketing Experience (Service Now)
- Call Center Operations
- Mobile Device Management (Air Watch)
- LAN and WAN Assessment
- Microsoft Office Proficiency
- Staff Training and Supervising Experience
- Data Recovery and Connectivity
- Security Software Management
- Network Patching and Active Directory
- Adobe Tools Support
- IP Phone Management (Cisco Unity Administration)

Education

- Winthrop University
Rock Hill, SC • Summer 2014
Internship
- Grantham University
Lenexa, KS, Online • 06/2021
Bachelor's of Computer Science

Objective:

Dedicated and customer-focused IT professional with extensive experience in technical support, software, and hardware operations. Seeking an IT Support Specialist position to leverage my strong troubleshooting skills and provide exceptional service to enhance end-user experience.

Coconino County-Health and Human Services / IT Support Specialist(Contract)

February 2022 - Present

- Provide technical support for 2,000+ employees, ensuring efficient and effective technical presence within facilities.
- Create and maintain work orders via Service Now, addressing network support needs throughout facilities.
- Safely administer credentials and provide extensive maintenance for computers as required.
- Install system updates to address vulnerabilities and reduce security issues.
- Troubleshoot with EHR systems for HIPPA and IT security compliance.

Tech Genie / Owner and Repair Tech

October 2020 - January 2022

- Founded and managed a successful tech repair business, delivering above-standard industry service.
- Conducted electronics repairs, managed inventory, and ran advertising campaigns.

W. L. Gore & Associates / Help Desk(Contract)

February 2020 - September 2020

- Provided technical support for mobile devices (cellphones and tablets) and client computers.
- Built rapport with clients to deliver a seamless and positive experience.
- Utilized mobile device management systems to assist clients.

Asurion / Technical Support Representative

October 2018 - February 2020

- Assisted customers with troubleshooting various electronics, preserving security for accounts and devices.

- Filed insurance claims for insured mobile devices, contributing to the "Protech" brand through premier customer service.

uBreakiFix Repair Technician

February 2018 - October 2018

- Diagnosed and troubleshooted technical issues with electronics (computers, tablets, cellphones, etc.).
- Conducted hardware repairs, sold accessories, and educated customers on general maintenance.

Shutterfly Inc Technical Support Technical Support Assistant

September 2017 - January 2018

- Repaired computers and printers while maintaining quality and safety standards.
- Performed frequent skills assessments and analyzed equipment productivity.

HMSHost-Starbucks Assistant Manager

August 2016 - September 2017

- Recorded inventory and waste, ordered products, and developed strategies to eliminate waste.
- Ensured procedures were followed, maintained a steady workflow, and documented complaints and incidents.

From: noreply@civicplus.com
To: [workforce development](#)
Subject: Online Form Submission #55917 for Workforce Development Board Nomination Form
Date: Friday, February 14, 2025 4:27:44 PM

Workforce Development Board Nomination Form

First Name	Carolyn
Last Name	Kidd
Position/Title	Owner
Business/Organization Representing	Simply Beautiful Enterprises
Please check one:	New Application
Representation – Complete One Section (1, 2, or 3) relevant to the category that you represent. All applicants must hold optimum policy-making authority or optimum hiring authority.	
Please check one identifier:	I hold optimum policy-making authority
Category 1: Business Representative	Business Owner
If Other is checked please describe policy making and/or hiring authority.	<i>Field not completed.</i>
B. Select one of the following Business Types that you represent.	Private Sector Small/For-Profit Business (fewer than 500 employees)
C. Describe the In-Demand Industry or Occupation represented by your business.	Training and Development, Change Management, Small Business Consulting, Human Resources, Employee Relations, and Tax Services.
D. Describe Employment Opportunities in the In-Demand Industry or Occupation provided	Youth/Apprentices/Interns for Business Management, Graphic Designer, Social Media/AI, Cartoonist, Conference Management, Campaign Management, Event Coordinator, Human Resources, Employee Relations.

by your business.

E. Describe the nature of your business and your position. Please include a description of your policy- making and hiring responsibilities within your organization, including the role you play in training and/or employee development.	Please the attached
---	---------------------

F. Select Organization Type nominating you.	Local Business Organization (List Org Name)
---	---

List Organization name, if Local Business Organization is checked.	Simply Beautiful Enterprises LLC
--	----------------------------------

List Organization Name , if Business Trade Association is checked.	<i>Field not completed.</i>
--	-----------------------------

Category 2: Workforce Representative

A. Select one or more of the following Organization Types that you represent.	Youth Training, Youth Employment, or Youth Education Organization (WIOA-eligible Youth)
---	---

B. If you selected Registered Apprenticeship Program, select one of the following roles that you fulfill.	<i>Field not completed.</i>
---	-----------------------------

If Member of Labor Organization is checked, please give the name of the organization.	<i>Field not completed.</i>
---	-----------------------------

C. If you selected Community-Based	<i>Field not completed.</i>
------------------------------------	-----------------------------

Organization above, describe the organization's demonstrated experience addressing employment, training, and education needs to those with barriers to employment.

D. If you selected Youth Training, Youth Employment, or Youth Education Organization for Disconnected Youth, describe the organization's demonstrated experience addressing employment, training, and education needs to WIOA- eligible youth. State if the experience is serving in-school or out-of-school youth.

Simply Beautiful Enterprises promotes youth education and literacy programs, including Youth Basic Education, Youth Secondary Education, English as a Second Language, Family Literacy, Skills Development, and Workforce Development to assist undereducated and/or disadvantaged youths to function effectively. We provide leadership in advancing youth education in the lifelong learning process by unifying the profession, developing human resources, encouraging and using research, communicating with members of the public, and otherwise advancing youth education, and literacy.

E. If you selected Labor Organization or Registered Apprenticeship Program above, list the Local Labor Federation nominating you.

Field not completed.

Category 3: Other Representative

A. Select one of the following Organization Types in which you have optimum policy-making authority.

Higher Education (Providing workforce development activities)

B. Name of Organization nominating you.

Simply Beautiful Enterprises LLC and Nez Consulting LLC

Additional Information:

Business/Organization

2532 N Fourth Street Ste 233

Address

City	Flagstaff
State	AZ
Zip	86004
Phone	<i>Field not completed.</i>
Fax	<i>Field not completed.</i>
Mobile	9286005063
Email address	mysimplybeautiful20@gmail.com
Website address	<i>Field not completed.</i>
Business license number	<i>Field not completed.</i>
1. The Coconino County Board of Supervisors values member diversity reflecting the demographics of Coconino County. Briefly describe how your appointment would contribute to the diversity of the Workforce Development Board. (Response Optional)	N/A
2. Please list your current chamber and association memberships, the duration of each membership and the positions you currently hold.	N/A
3. Please list any professional award(s) or recognition you have received within the last	N/A

5 years.

Coconino County WDB Related Questions

Please answer the following questions by attaching additional pages:

1. The purpose of the WDB is to provide strategic leadership and operational oversight to Coconino County's workforce development system through building partnerships, developing career pathways, and providing highquality workforce development services. What knowledge skills and abilities do you have that would assist the WDB in effectively achieving this?

2014 BSc. Management - University of Phoenix, Arizona
2016 Masters of Business Administration - University of Phoenix, Arizona
2022 Doctorate in Management with Organizational Leadership (Honor Roll) University of Phoenix, Arizona (graduating '24)
2023 Certified Instructor – True Colors International

My ultimate strength is rooted in human resources, employee relations, training and development, sales and marketing, contracting and logistics, administration, transformational leadership, environmental intersectionality, and diversity, equity, and inclusion in both private and public sectors. My intention is identifying training and professional development needs, designing appropriate programs to collaborate with all stakeholders to launch workshops developing gaps in learning/development, and evaluating the overall training effectiveness as it pertains to your current organizational culture and recommend improvements. I will seek to align with the legal requirements and industry standards, to improve performance, productivity, training, career development, employee engagement, employee relations, and relationship management to promote a positive and inclusive workplace.

2. Membership on the Coconino County WDB requires that each member attend a full WDB meeting every quarter, attend training sessions for board members and become an advocate for workforce development. The time commitment for these activities ranges from 4 to 6 hours per month. Can you make this time commitment?

Yes

3. Serving on a subcommittee of the Coconino County WDB is strongly encouraged. The time commitment

Yes

for this activity ranges from 3 to 4 hours per month. Can you make this time commitment?

4. Why do you wish to serve on the Coconino County WDB? (Describe in 100 words or less).

Please see attached.

Additional Required Documentation:

Nomination Letter: Please include a letter from a senior executive of the nominating organization you listed above in your category of representation.
Current Resume.

Upload Nomination Letter

[Nomination Letter_Carolyn_Kidd President Nez.pdf](#)

Upload Current Resume

[CAK Cover letter_resume - Simply Beautiful.pdf](#)

Signature and Acknowledgement:

I, the undersigned, certify that the information on this application is true and correct to the best of my knowledge and that, if appointed to serve, I will do so to the best of my ability and in the best interest of Coconino County and its citizens.

Signature

Carolyn Kidd

Date

02/14/2025

To be completed by County official only

Field not completed.

Date Received By Coconino County

Field not completed.

Received By

Field not completed.

Field not completed.

Field not completed.

Email not displaying correctly? [View it in your browser.](#)

CAROLYN A. KIDD
Flagstaff, Arizona, 86004
928-600-5063 | carol3rdworld@gmail.com

TO WHOM IT MAY CONCERN

I am very interested in partnering with your progressive organization for the position advertised. I attached my resume which highlights my expertise and strengths for your attention.

Why should you hire me? My ultimate strength is rooted in human resources, employee relations, training and development, sales and marketing, contracting and logistics, administration, transformational leadership, environmental intersectionality, and diversity, equity, and inclusion in both private and public sectors. My intention is identifying training and professional development needs, designing appropriate programs to collaborate with all stakeholders to launch workshops developing gaps in learning/development, and evaluating the overall training effectiveness as it pertains to your current organizational culture and recommending improvements. I will seek to align with the legal requirements and industry standards, to improve performance, productivity, training, career development, employee engagement, employee relations, relationship management to promote a positive and inclusive workplace to continuously improve your organization's disposition, and in turn, increase competitive advantage. I believe in proactive and collaborative leadership in today's volatile business world to continuously improve workplace quality, making your organization's the #1 place of work in the United States, and beyond.

I am committed to foster an environment of approved guiding principles which includes coaching, engaging and empowering your internal team through my experience in training and development, customer service excellence, employee relations, performance management, compliance, policy, organizational design, change management, mergers and acquisitions. These approved guiding principles would achieve a degree of understanding and sensitivity of differences, embracing inclusion of all types therefore creating a workplace where people are valued, respected, and empowered to be their best self, always.

I am passionate about client and employee satisfaction and believe I am the right candidate to support your mission, objectives, and policies in a fair and consistent manner; improving a 360-degree stakeholder satisfaction, performance, and retention and succession planning through exploring, identifying, understanding, and maintaining an effective company culture while orchestrating and facilitating design, policy, structural and cultural changes, when needed.

During my tenure at your organization if called upon, I will provide a cross-section of allyship, advocacy, transformational and servant leadership while maintaining a diverse, equitable and inclusive culture to positively affect our business relationships. Arising from many strengths that are linked to a "can do" attitude, I will be a great addition to your Team by using your internal collaborative systems to communicate and engage all levels of leadership to drive excellence, inclusivity, and build positive relationships with all stakeholders via administering regular assessments to gather feedback for all voices to be heard and identify areas for improvement.

My international background positively contributes to my cultural awareness, social responsibility, eco-awareness, and emotional intelligence, which would be a welcoming advantage when communicating with diverse groups in your good organization. My strengths in action were recognized in 2020 as Coconino County received an Inclusive Workplace Award from the Diversity Leadership Alliance, an affiliate of the Arizona Society of Human Resource Management (AZSHRM.) I was awarded the public service awards for 2021, 2022 and 2023 for outstanding customer service. If selected, I will assist in building a cohesive, functional, and transformative workplace as I am self-motivated to listen, learn, research, coach, and champion for personal and company growth. After volunteering at our health department for COVID-19, I completed the COVID-19 Psychological First Aid Public Health course from the UK and in turn, coached and empowered our organization in reducing employee relations cases due to the mental, and physical precautionary tools provided.

I welcome the chance to discuss your mission and driven values with your Team and how we could collaborate in attaining them. I am available at your convenience and anxiously looking forward to speaking with you to learn more about your exciting organization and opportunity.

Sincerely, *Carolyn A Kidd, MBA*

RESUME

EDUCATION

2014 BSc. Management - University of Phoenix, Arizona

2016 Masters of Business Administration - University of Phoenix, Arizona

2022 Doctorate in Management with Organizational Leadership (Honor Roll) University of Phoenix, Arizona (graduating '24)

2023 Certified Instructor – True Colors International

WORK EXPERIENCE

05/19 – 11/24 HR BUSINESS PARTNER (*Employee Relations, Recruitment, Training & Development*): **Coconino County Human Resources, Flagstaff, Arizona**

- Developed and promoted our HR Division's vision, goals, and objectives in support of the county's overall mission.
- Recruited, onboards, trains, and developed new and existing employees and managed departmental budgets.
- Created and managed mentorship and succession programs.
- Informed and supported direction on employee relations, recruitment, job classification, employee policy, and DEIA (diversity, equity, inclusion, and accessibility) to maintain Equal Employee Opportunity Commission (EEOC) compliance.
- Initiated and managed HR vendor contracts for compliance and budgetary integrity.
- Led and supported other departments on investigation protocols, problem resolution policies, effective documentation, records requests, appeals, and chain of command including our employee appeals board.
- Served as Subject Matter Expert (SME) on performance evaluation programs.
- Instructed recruitment and performance management courses as part of our Supervisor Leadership Academy.
- Created course content and marketing material for our academies and procured instructors from community partners.
- Developed and distributed training marketing materials to employees.
- Kept abreast with the latest technology, national and international standards, and regulations to deploy proactive organizational cultural improvement/change initiatives.
- Updated HR policies. Recommends, develops, and facilitates DEIA programs, employee focus groups, and training which include online New Employee Orientation I & II.
- Fostered relationships with stakeholders by creating and distributing engagement surveys and facilitating employee forums to capture feedback and make improvements.
- Planned employee events to celebrate national heritage/history months while simultaneously nurture the cultural and political relationships within the county.
- Represented the county in local, regional, and national meetings, building relationships with outside partners and competitors.

01/18 - 10/18 TALENT ACQUISITION MANAGER: Expedia/Sykes, DeLand, Florida

- Aligned work processes, structure, and systems to meet Expedia's inclusive recruitment goals and fair employee relations' practices and procedures.
- Hired, trained, and managed twenty (20) remote call center agents for our international clientele.
- Facilitated growth and change strategies for ten (10) compliance team leaders.
- Managed the 2018 Change Initiatives Project encompassing hiring 400 employees and introducing cultural diversity programs.
- Created and conducted New Employee Orientation and continuous engagement programs reducing churn from 20% to 10% by 10/2018.
- Managed budget and databank in collaboration with Chief Financial Officer.
- Updated employee policies and procedures as needed.
- Prepare marketing materials for recruitment drives, job fairs, new programs, and volunteer initiatives.
- Strengthened the Expedia brand by collaborating efforts with the community through sponsorships, volunteerism, job fairs, employee referrals, fostering an inclusive culture.

WORK EXPERIENCE – *continued*

08/14 - 9/17 ACCOUNT/IMPLEMENTATION MANAGER: Avatar International/Press Ganey Associates, Lake Mary, Florida

- Managed B2B clients over USD\$10M and ensured the compliance of CMS' initiatives in the healthcare sector.
- Provided revenue and project management functions, employee and client training, performance improvement, data analysis, quality, research, and employee/client engagement consulting.
- Led large medical systems (*AdventHealth, Cleveland Health, Sutter Health, Banner Health*) from implementation, account management and maintenance to satisfy signed contract, quality control compliance, and business' relationships.
- Conducted training for new or existing employees to service our national and international clients.
- Coached departments on Centers for Medicare & Medicaid Services (CMS) regulations and attended CMS annual meetings.
- Managed personnel in terms of scheduling, workload, employee relations, training, hiring, disciplinary, wellness.
- Ran analyses to gauge clients' processes and results and recommended resources for improvement.
- Administered checks and balances with internal team to measure performance and executed improvement plans, measuring key performance, and aiding with improvement strategies.
- Provided empathy and unconscious bias training to promote organizational-wide initiatives in reducing emotional intelligence gap.

04/12 - 06/14 ACCOUNT/IMPLEMENTATION MANAGER: TravelClick Inc., Orlando, Florida

- Managed new implementation, onboarding, and maintenance of clients' business contracts and fostered positive internal and external relationships.
- Processed services and communicated B2B expectations, and commitments to stakeholders to ensure implementation success.
- Performed technical tasks including coding customized webpages for premium international clients.
- Empathetically supported stakeholders to achieve both TravelClick and clients' needs.
- Recruited, coached, and motivated the implementation team to manage a reliable hospitality online software booking tool, ensuring functionality, connectivity, and efficiency.
- Cultivated an inclusive work culture fostering transparency, accountability, and collaboration, which gave easement when resolving conflicts.
- Prepared Standard Operating Systems (SOPs) to meet contract obligations.
- Assisted in the creation and implementation of our revised Code of Ethics to include standards for our international clients.
- Managed, collaborated, facilitated, and measured stakeholders' performance; recommending an improvement playbook to obtain tangible results.
- Administered, trained, and directed internal teams on Salesforce collaborative tool to ensure secured PPI, documentation, compliance, and timely deliverables to clients, per contracts.
- Supervised and mentored new employees to maintain global B2B contracts including software user training, quality, and knowledge management.

01/1986 - 03/2012 VARIOUS POSITIONS in industries such as Exploration & Production, Banking, Radio Media, Hospitality, Finance & Investments, Training, R&D, Marketing, Data Analysis, and Government Services.

COMMUNITY SERVICE

- Arizona Association for Lifelong Learning (AALL) - Board Member
- Coalition of Adult Basic Education (COABE) - Member
- Flagstaff Leadership Program - Past Recruitment Chairperson/Board Member)
- The National Society of Leadership and Success - Member
- Commission of Diversity and Awareness (CODA) City of Flagstaff - Chairperson
- Goodwill Business Advisory Council - Member
- The Green Team, Coconino County Sustainability - Member

- Equity Advisory Group, City of Flagstaff, Office of Sustainability - Member
- Business Advisory Group, City of Flagstaff, Office of Sustainability - Member
- Northern Arizona Climate Change Alliance (NAZCCA) - Member
- Friends of Flagstaff Future (F3) - Member
- Operation Christmas Children - Community Outreach Coordinator

DEVELOPMENT

- AccuSource Compliance Certificate: New fair chance, ban-the-box, critical drug screening, and clean laws: AZ
- The Great Resignation: How to reduce turnover at your organization: AZ
- Allyship, Mastering the Practice of Inclusion: Circa
- Conducting Workplace Investigations (Mitigating the Legal Risk): Aurora, CO
- CivicPride Virtual Inclusion Summit 2021: ICMA
- Covid-19 Psychological First Aid: National Public Health, UK
- Covid-19 Hispanic Stress and Resilience: NHL PTTC
- Tribal Lands, Treaties, Federal Trust Obligation, & Opportunities for Cross-Boundary Collaboration: Forestry and Natural Resources
- Strategies For Integrating Diversity in Your Daily Work: Employee Engagement, AZ - 5 Action Steps to A Better, More Positive Work Culture: AZ
- Diversity Is Not Binary: AZ
- Stay Interviews What's The Point They Already Work Here: AZ
- National Disability Employment Awareness Month 2022 Seminar: EEOC
- How To Handle Current Cyber Threats: AZ PRIMA
- Collaborative Work in A Remote Team: University of Leeds, UK
- Current Digital Workplace Trends: University of Leeds, UK

TECHNOLOGICAL SKILLS

- Salesforce Enterprise CRM
- Wrike PMS
- WorkFront PMS
- Micros OPERA PMS
- Kronos workforce
- Diversity ERG Software
- Hub Spot CRM
- OnQ (Hilton) RMS
- iHOS Hotel RMS
- IDEAS RMS
- QSPlus
- QuickBooks
- Turbo Tax
- Google Suite, Microsoft Office 365
- Intercultural Development Inventory (IDI)
- Personality Assessment Inventory (PAI)
- Myers-Briggs Type Indicator (MBTI), HMIS/ HRIS
- Tyler Technologies (MUNIS)
- Harvard Implicit Bias Test, NEOGOV
- SharePoint
- Oracle
- Galileo Training software
- Virtual Conferencing (Zoom, MS Teams, Google Meet, GoToMeeting, Skype, join.me and Cisco WebEx)

REFERENCES

Patricia Sanchez, Coconino County Human Resources Manager, 928.607.8950/pasanchez@coconino.az.gov

Sarah Benatar, Coconino County Treasurer (Elected Official), 928.853.7984/sbenatar@coconino.az.gov

Cheryl Mango-Paget, Superintendent of Schools (Elected Official), 317.695.4341/cmango-paget@coconino.az.gov

Valerie Wyant, Coconino County Clerk of Superior Court (Elected Official), 928.853.7725/vwyant@courts.az.gov

From: noreply@civicplus.com
To: [workforce development](#)
Subject: Online Form Submission #55991 for Workforce Development Board Nomination Form
Date: Thursday, February 20, 2025 1:42:46 PM

Workforce Development Board Nomination Form

First Name	John
Last Name	Conley
Position/Title	owner
Business/Organization Representing	Salsa Brava
Please check one:	New Application
Representation – Complete One Section (1, 2, or 3) relevant to the category that you represent. All applicants must hold optimum policy-making authority or optimum hiring authority.	
Please check one identifier:	I hold optimum policy-making authority
Category 1: Business Representative	Business Owner
If Other is checked please describe policy making and/or hiring authority.	<i>Field not completed.</i>
B. Select one of the following Business Types that you represent.	Private Sector Small/For-Profit Business (fewer than 500 employees)
C. Describe the In-Demand Industry or Occupation represented by your business.	Restaurant Owner
D. Describe Employment Opportunities in the In-Demand Industry or Occupation provided	we employ 150 people with a \$3,900,000 payroll

by your business.

E. Describe the nature of your business and your position. Please include a description of your policy- making and hiring responsibilities within your organization, including the role you play in training and/or employee development.

I operate Salsa Brava/Fat Olive and Fat Bagels. All policies and procedures for hiring go through me. We have trainers on staff whose primary responsibility is to on board new team member and initiate the training schedules

F. Select Organization Type nominating you.

Local Business Organization (List Org Name)

List Organization name, if Local Business Organization is checked.

Quality Connections

List Organization Name , if Business Trade Association is checked.

Field not completed.

Category 2: Workforce Representative

A. Select one or more of the following Organization Types that you represent.

Field not completed.

B. If you selected Registered Apprenticeship Program, select one of the following roles that you fulfill.

Field not completed.

If Member of Labor Organization is checked, please give the name of the organization.

Field not completed.

C. If you selected Community-Based

Field not completed.

Organization above, describe the organization's demonstrated experience addressing employment, training, and education needs to those with barriers to employment.

D. If you selected Youth Training, Youth Employment, or Youth Education Organization for Disconnected Youth, describe the organization's demonstrated experience addressing employment, training, and education needs to WIOA- eligible youth. State if the experience is serving in-school or out-of-school youth.

Field not completed.

E. If you selected Labor Organization or Registered Apprenticeship Program above, list the Local Labor Federation nominating you.

Field not completed.

Category 3: Other Representative

A. Select one of the following Organization Types in which you have optimum policy-making authority.

Economic and Community Development Entity

B. Name of Organization nominating you.

Field not completed.

Additional Information:

Business/Organization 2220 E Route 66

Address

City	Flagstaff
State	AZ
Zip	86004
Phone	9288535966
Fax	<i>Field not completed.</i>
Mobile	<i>Field not completed.</i>
Email address	John@salsabravaflagstaff.com
Website address	SalsaBravaflagstaff.com
Business license number	BL-01503
1. The Coconino County Board of Supervisors values member diversity reflecting the demographics of Coconino County. Briefly describe how your appointment would contribute to the diversity of the Workforce Development Board. (Response Optional)	<i>Field not completed.</i>
2. Please list your current chamber and association memberships, the duration of each membership and the positions you currently hold.	Chamber of Commerce 30 yrs Nala 3 yrs Arizona Restaurant Association 5 yrs Flagstaff Tourism and Restaurant Association 5 yrs Pine Forest Capital campaign and Board Member 5 yrs
3. Please list any professional award(s) or recognition you have received within the last	Best of Flagstaff many times

5 years.

Coconino County WDB Related Questions

Please answer the following questions by attaching additional pages:

1. The purpose of the WDB is to provide strategic leadership and operational oversight to Coconino County's workforce development system through building partnerships, developing career pathways, and providing highquality workforce development services. What knowledge skills and abilities do you have that would assist the WDB in effectively achieving this?

I have been an effective leader in my community and businesses for over 38 years. In the course of my career I have been an effective communicator that has enabled me to find consensus among business associates, colleagues, team members and leadership teams. Because of my employment history I have gained valuable knowledge in effective training methods as well as communication skills.

2. Membership on the Coconino County WDB requires that each member attend a full WDB meeting every quarter, attend training sessions for board members and become an advocate for workforce development. The time commitment for these activities ranges from 4 to 6 hours per month. Can you make this time commitment?

Yes

3. Serving on a subcommittee of the Coconino County WDB is strongly encouraged. The time commitment for this activity ranges

Yes

from 3 to 4 hours per month. Can you make this time commitment?

4. Why do you wish to serve on the Coconino County WDB?
(Describe in 100 words or less).

I believe its important to have an employer on the WDB.

Additional Required Documentation:

Nomination Letter: Please include a letter from a senior executive of the nominating organization you listed above in your category of representation.
Current Resume.

Upload Nomination Letter

[John Connolly Nomination Letter.docx](#)

Upload Current Resume

[Resume.docx](#)

Signature and Acknowledgement:

I, the undersigned, certify that the information on this application is true and correct to the best of my knowledge and that, if appointed to serve, I will do so to the best of my ability and in the best interest of Coconino County and its citizens.

Signature

JOhn M Conley

Date

2/20/25

To be completed by County official only

Field not completed.

Date Received By Coconino County

Field not completed.

Received By

Field not completed.

Field not completed.

Field not completed.

Email not displaying correctly? [View it in your browser.](#)

Resume

John Conley

903 N Curling Smoke

Flagstaff Az

86004

john@salsabravaflagstaff.com

928-853-5966

1988 to present- Salsa Brava (37yrs)

I have been self-employed at Salsa Brava since the age of 21



COCONINO COUNTY

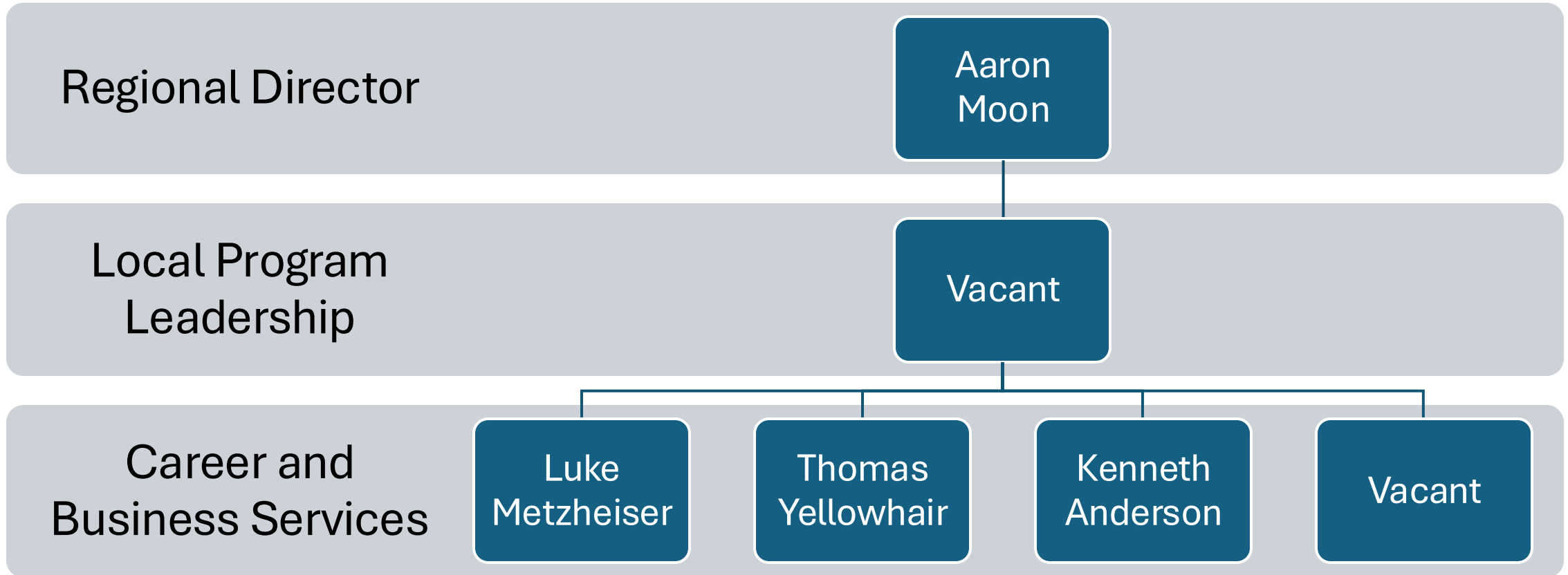
A proud partner of the [americanjobcenter](#) network

Adult, Dislocated Worker, and Youth

**CCWDB Service Provider Updates
March 2025**

Aaron Moon, Eckerd Connects
Regional Director

Updated Organization Chart



Vacant Positions are for Program Manager and Carrer Coach. Interviews have been conducted. Offers have been made



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Ongoing Program Integrations

- Dedicated Staff Training on Enrollment Goals, Community Investments, & Implementation Strategies
- Continued Service Delivery Training – Post Enrollment to Career Development Services, Training Packets, Labor Market Alignment
- Scheduled a meeting for TABE testing integration with Adult Education
- Working on Itinerant Service Delivery integration for Page – other communities to follow
- Launched Summer Young Adult Career Exploration Opportunity



COCONINO COUNTY

A proud partner of the [americanjobcenter](#) network

Young Adult Career Exploration Opportunity

- Targeted recruitment campaigns are customizable
- Future efforts will include certifications and post certification employment opportunities that align with the labor market

Coconino Summer Career EXPLO Career Experiential Learning Opportunities for Young Adults



Build Confidence and Discover Career Interests



A proud partner of the [americanjobcenter](#) network

Young Adult Paid Internship Opportunities!

- Learn **work-ready skills** that employers value through paid experiential learning experiences
- Build **confidence** and **discover career interests**
- **Participation & Completion Incentives**
- Ages 16-24 not currently enrolled in school
- Cohorts starting in April

Experience Tomorrow, Today – Scan the QR Code!

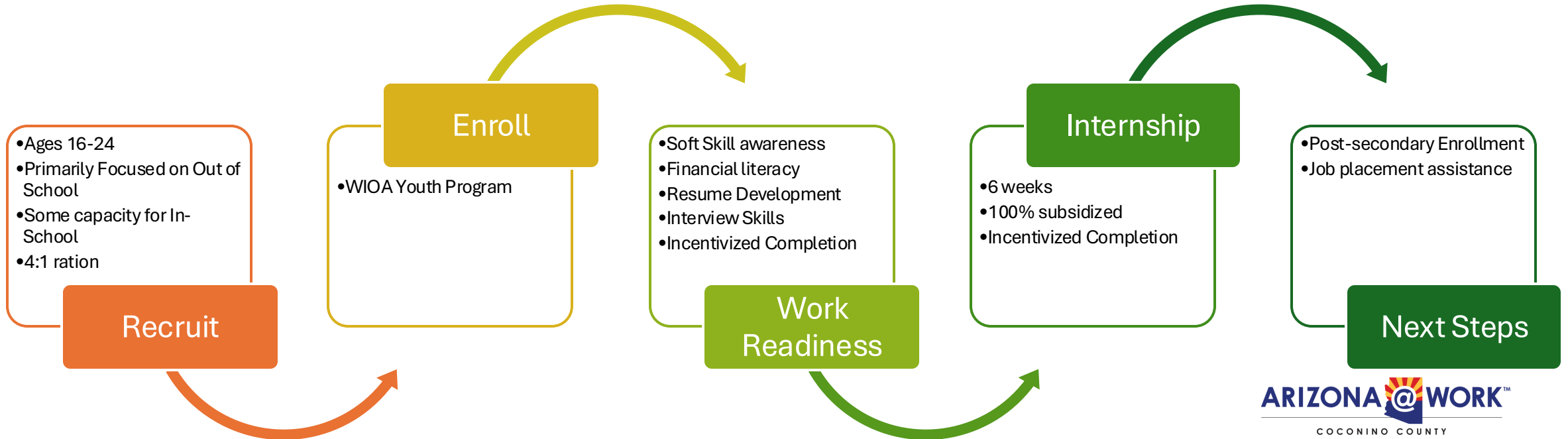
Apply now! Training begins soon, followed by a 6-week paid work experience.

Contact Luke Metzheiser for more information:
Email: lmetzheiser@eckerd.org Cell: (928) 388-1526
1701 N. Fourth St, Flagstaff, AZ 86004
www.coconinoworks.org

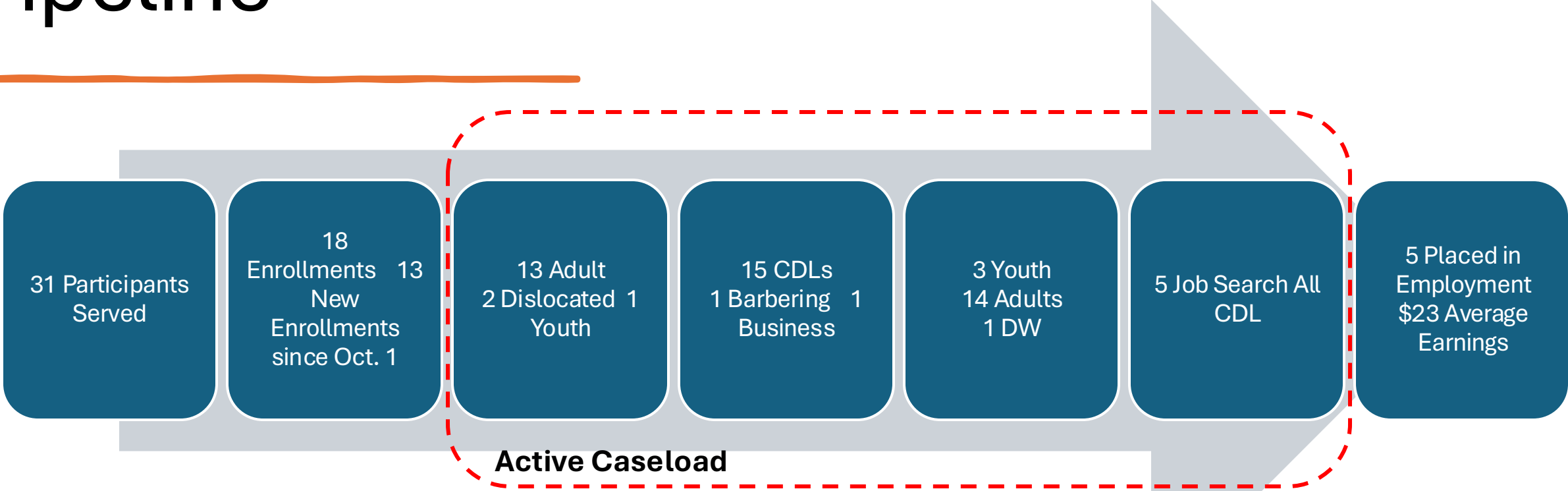


ARIZONA@WORK Coconino's Workforce Innovation and Opportunity Act (WIOA) program is 100% funded by the U.S. Department of Labor through awards totaling \$1,202,165.

Young Adult Career Exploration Opportunity



PY24 Skill Development Pipeline



A proud partner of the americanjobcenter network



Questions

Coconino County Workforce Development Area
YTD Expenses as of 1/31/25
Fiscal Year 2025

Money In

FY24 Carryover	\$ 530,745.00
New Funding	1,619,261
Total Funding Available	\$ 2,150,006.00

Money Out

	Budget	Jul-Sep Expenses Quarter 1	Oct-Dec Expenses Quarter 2	(Partial)	Apr-Jun Expenses Quarter 4	Expenditures Total	% of Budget Remaining	% of Year Remaining
				Jan-Mar Expenses Quarter 3				
Subrecipients								
One-Stop Operator	\$ 126,876	\$ 39,758	\$ 30,563	\$ 14,033		\$ 84,354	34%	42%
Service Provider	940,000	-	53,728	38,001		91,729	90%	42%
Special Funding								
One-Time Funding	159,774	53,292	2,320	-		55,612	65%	42%
Rapid Response Salary and ERE	357,988	23,089	29,538	8,552		61,178	83%	42%
Rapid Response Operations/Travel	132,092	10,539	-	-		10,539	92%	42%
Regular WIOA Expenses								
Salary and ERE	205,374	154,279	115,951	28,752		298,982	-46%	42%
Operations	200,000	34,290	23,917	1,953		60,160	70%	42%
Travel	15,000	208	8,864	1,553		10,626	29%	42%
Expense Total	\$ 2,137,104	\$ 315,454	\$ 264,882	\$ 92,844	\$ -	\$ 673,180	69%	42%

Youth Requirement Tracking (through Q1)	PY23 Category Expenses	PY23 Allocation	% of Allocation	YTD Category Expenses	YTD Total Youth Exp	% of YTD Expenses
Out-of-School Youth % of Total Youth (should be at least 75%)	\$ 136,048	\$ 423,113	32%	\$ 105,227	\$ 109,900	96%
WEX % of Total Youth (should be at least 20%)	\$ 7,675	\$ 423,113	2%	\$ 7,675	\$ 109,900	7%

Expiring Funding Overview

Funding to Expire by June 30th, 2025	\$ 862,522
YTD Expenditures in Expiring Funds	520,234
Remaining	\$ 342,288 40%

Coconino County Workforce Development Area
One-Time Funding Expenses as of 1/31/2025
Fiscal Year 2025

Marketing

Wix website services for coconinoworks.org	\$ 1,411.65
Flagstaff Business News IWT advertisement	1,160.00
Moonshot Partnership in Employer Outreach	1,500.00
Indigenous Community Health & Resource Fair sponsorship	100.00
Flagstaff Business News Sep advertisement	1,160.00
Flagstaff Business News Oct advertisement	1,160.00
Total	6,491.65
Budget	109,774.00
Remaining	\$ 103,282.35

94%

Atlas Referral System

Setup services and software	\$ 49,120.00
Budget	50,000.00
Remaining	\$ 880.00

2%

Summary

Grand Total	\$ 55,611.65
Budget	159,774.00
Remaining	\$ 104,162.35

65%

WIOA One-Stop Operator Monthly Report

Month: February 2025

Reporting Agency: CPLC OSO, Heather Bachicha

- **Introduction: The month of February was an exciting month with ATLAS referral system going live for Core Partners. We all have a learning curve with this new change, but I have faith that we will be very successful.**

- **Customer Services Total Customers Served: 357**
 - New Customers: 126
 - Returning Customers:
 - **Service Breakdown:**
 - Unemployment Assistance: 119
 - Initial Assessments:
 - Career Counseling:
 - Resume and Cover Letter Assistance: 52
 - Job Search Workshops: 0
 - Other Services (Specify):
 - Job placements:4
 - **Customer Satisfaction:**
- **Employer Services**
 - **Total Employer Interactions:**
 - New Employer Contacts: 15
 - Existing Employer Meetings:
 - **Services Provided:**
 - Job Posting Assistance: 29
 - Recruitment Events Held: 0
 - On-the-Job Training (OJT) Agreements Signed:
 - Other Services (Specify):
- **Program participation**
 - **WIOA Title I Adult Participants:**
 - Enrolled in Training: 4
 - Placed in Employment:
 - **WIOA Title I Youth Participants:**
 - Enrolled in Education/Training: 1
 - Placed in Employment:
 - **Other Programs (if applicable):**
 - Vocation Rehab (Title IV)
 - New Clients: 33
 - Continuing Clients:674
 - Job placements:6

- **Challenges and Opportunities**
 - Some communication barriers are still present
 - Success stories seemed to be lacking, continued discussions for stories to be brought in

- **Next Steps**
 - Working on having Atlas Kiosk set up at the One Stop to pilot before delivering the others within Coconino County
 - Continue to build connections and relationships between OSO and community
 - This will be done through attendance at events and communicating with hosts of events and participants
 - Next OPS meeting will be held on March 18th at the One Stop with Title 1B presenting.
 - Coconino Integration with RESEA on March 19th.



Atlas!!

February 2025

Atlas Referrals for Core Partners went live on February 18th!

As of now, 20 active referrals.

Within the next 90 days, Community Partner will be added and trained to use for referrals!







Powered By ATLAS

Welcome to North Sedona.
Please scan your drivers license below or fill out the form
to begin.

First Name

First Name

Last Name

Last Name

Last 4

Last 4 of SSN

✓ Sign In

English >

Customer Registration

Email Address *	Password *
<input type="text"/>	<input type="password"/>
Confirm Password *	First Name *
<input type="password"/>	<input type="text"/>
Middle Initial	
<input type="text"/>	
Last Name *	
<input type="text"/>	
Phone *	Date of Birth *
<input type="text"/>	<input type="text"/>
Veteran *	Disability *
<input type="text" value="Please Select..."/>	<input type="text" value="Please Select..."/>

General Release of Information *

I hereby give my permission to Coconino AZ ATLAS staff to obtain and/or disclose my past, present, and future information or records that may be needed for eligibility determination, monitoring, and follow-up purposes. This information may include, but shall not be limited to employment information, assistance records, and assessment or evaluation tools. A photocopy/facsimile of this signed consent form may be used to obtain/release information authorized by signature on this form. It is also my understanding that any information obtained by the above organization will be held in strict confidence. Providing the information is voluntary. The information will be kept confidential as provided by law. Refusal to provide the information will not subject you to any adverse treatment. The information will be used only in accordance with the law. I understand that I may revoke this consent at any time by providing a written statement to staff indicating that my consent to the release of information is no longer given to the party(ies) previously granted permission.

I agree

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