



MCWDB Full Board Meeting

May 29, 2025



NOTICE OF PUBLIC MEETING OF THE
MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD

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

Thursday, May 29, 2025 – 1:30 p.m. - 3:00 p.m.

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

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

The Agenda for the meeting is as follows:

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

1. Call to order.

2. Roll Call.

3. Welcome and Opening Remarks. (5 minutes)

4. Consent Agenda. (5 minutes)

For Possible Action.

The Committee will consider and vote on the items on the consent agenda.

- a. Meeting Minutes: April 17, 2025*
- b. Fiscal Reports*
- c. Executive Director's Report*
- d. Careers Pathway Strategist Reports*
- e. One-Stop Operator Monthly Report*
- f. FY26 Administrative Budget*
- g. Program Year 25 Allocations*
- h. FY26 Meeting Schedule
- i. Training Service Policy*
- j. 3rd Quarter Service Provider Report *
- k. FY25 MCWDB 3rd Quarter Report

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

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

5. Community Impact Statements.

- a. **MCWDB Success Story**
-

6. Information/Discussion/Possible Action.

- a. **PY Dislocated Worker to PY Adult Funds Transfer**
 - b. **FY26 Service Provider Budget**
 - c. **MCWDB Bylaws Modification**
 - d. **Workgroup Proposal**
 - e. **Maricopa County Workforce Development Board Strategic Planning**
 - f. **MCWDB Officer Election FY26-FY28**
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7. Information/Discussion Only.

- a. **Central Arizona Regional Workforce Board Retreat**
 - b. **MCWDB Committee Updates**
 - i. **Executive Committee**
 - ii. **Youth Committee**
 - iii. **Employer Connection Committee**
 - iv. **Regional Workforce Initiatives Committee**
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8. Call to Public.

9. Adjourn.

NEXT MEETING: August 21, 2025

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

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Consent Agenda

Meeting Minutes

MINUTES OF PUBLIC MEETING OF THE
MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD

Thursday, April 17, 2024 – 9:30 a.m. - 11:00 a.m.

MEMBERS PRESENT: Bonnie Schirato, Konrad Robichaud, Danielle Goodman, Loren Granger, Shawn Hutchinson, Tina Drews, Tim Willinborg, Anne Landers, JackinDee Kosaka, Brittany Holmes, John Soto, John Dvorak, Justin Oviatt

MEMBERS ABSENT: Che Collins, Grenee Celuch, Scott Holman, Noelle Trinder, Eddie Baldenegro, Gregg Ghelfi, Jacob Evenson, Liz Valdez, Anna Yap

Call to order.

Interim Chair Schirato called the meeting to order at 9:33am.

Roll Call.

MCWDB Executive Assistant, Amy Tidwell called roll. A quorum was present.

Welcome and Opening Remarks.

Interim Chair Schirato welcomed everyone to the meeting and introduced new Full Board Members: Anna Yap, Justin Oviatt, and John Dvorak

Consent Agenda

- a. Meeting Minutes: February 20, 2025
- b. Fiscal Reports
- c. FY 25 Administrative Budget
- d. Careers Pathway Strategist Report
- e. One-Stop Operator Monthly Report
- f. One-Stop Operator Quarter 2 Performance Assessment

MOTION: Interim Chair Schirato asked for a motion to approve consent agenda items. Tim Willinborg made a motion; Konrad Robichaud, seconded the motion.

Motion: Tim Willinborg

Second: Konrad Robichaud

All in favor vote held:

In favor: All

Opposed: None

Abstained: None

Motion passed.

Community Impact Statements

MCWDB Success Story

Workforce Development Division Training Team Supervisor, Steven Lewendowski shared the MCWDB Success Story

DRAFT

Information/Discussion Only.

a. National Association of Workforce Boards (NAWB) Report

- **Shawn Hutchinson** stated, “Great, great experience as always, it was great networking with my fellow board members and the staff as well. It’s always good to be offline and share some time away from the office and really dive in on all the conversations that ensued. One thing I did note, and as I sat through all of these sessions, I kept saying, boy, we already do this and that really is a testament to this board and this staff and our Maricopa County system and how we lead the way on a lot of items, in particular when it comes to apprenticeships.”
 - **Tim Willenborg** commented, “really enjoyed the opportunity to be together with the Maricopa team and it was also nice to see there were a lot of representatives from the other Arizona workforce boards. There was a very large Arizona contingent. There was quite a bit of discussion about how we can connect with our local legislators about basically advocating for approval of the Workforce Innovation Act and funding opportunities.”
 - **Bonnie Schirato** stated, “There was a great Arizona contingency there, and what’s really cool is that we really start to get to know the people a little bit more, especially with all the convening and the collaboration that we’ve been doing regionally as well.”
 - **Konrad Robichaud** commented, “I’d like to acknowledge the award that the board and the county received. And I think my takeaway from each time I’ve gone, but especially this year is validating the Maricopa staff’s incredible work and this board. It validates a lot of the efforts that are happening in Maricopa County. I actually feel like we’re on the front lines of what we’re doing and a front runner in what we’re doing and never feel like we’re behind or not meeting the call of action that we need to for the community. Congratulations to the board and the staff for being at the forefront of the American workforce development.”
 - **Bonnie Schirato** stated, “There was a great Arizona contingency there, and what’s really cool is that we really start to get to know the people a little bit more, especially with all the convening and the collaboration that we’ve been doing regionally as well.”
 - **Anne Landers** commented, “So y three takeaways were one, really, really affirmed that in our strategic planning right now, it feels like a lot of the message around convening is bubbling up as a strategic priority. The other essence that I kind of took away was, as probably the case in all of our everyday business lives, do more with less and then more tactically, I definitely heard a lot around the movement towards, you know, trying to be a productive movement towards skill-based hiring versus, you know, having degree-seeking hiring and things like that. And so, I personally took that as a charge of how we do the work that I’m doing daily or even as this board and the convening that we do, how do we help others move toward that.”
 - **Steve Clark** stated, “I get a sense that we’re behind a little bit in AI. Secondly, one of the most important parts for me is to network with our board. But as I looked at the awards that were given and the one that we received, I think oftentimes our service provider staff with Jared Beard and his team oftentimes go unrecognized and the impact they’ve
-

made is significant. And sometimes they don't get recognized as much as they should for the work that they do. So, kudos to Jared and his team for continuing to push us forward on what we do.

b. Maricopa County Workforce Development Board Strategic Planning Update

- Sam Chase from the Maricopa County Innovation Studio presented goals and strategies for 2026, 2027, 2028. The final version of the plan will be presented in June 2025.

c. Committee Appointments:

- Youth Committee
 - Justin Oviatt, Comparion Insurance Company
 - John Dvorak, ATP Flight School
 - Anna Yap, TSMC

f. MCWDB Committee Updates

- **Executive Committee, Bonnie Schirato reported that the committee discussed:**
 - The administration budget (FY 25 Administrative Budget)
 - The OSO performance assessment
 - The 2025 –2028 MCWDB Strategic Plan
- **Youth Committee, Anne Landers reported that the committee discussed:**
 - The 2025 –2028 MCWDB Strategic Plan
 - Pre-apprenticeship work at GCU.
- **Employer Connection Committee, Konrad Robichaud reported that the committee discussed:**
 - The 2025 –2028 MCWDB Strategic Plan
 - Success stories that highlight the career pathway work that's happening
 - Learned more about the Rapid Response program as it relates to the increased layoffs in Maricopa County and surrounding areas.
- **Regional Workforce Initiatives Committee, Bonnie Schirato reported that the committee:**
 - Learned more about the City of Phoenix's Mobil Career Unit
 - Discussed the Central Arizona Regional Workforce Forum Series.

Call to Public.

MOTION: Interim Chair Schirato asked for a motion to adjourn.

Motion: JakinDee Kosaka

Second: Anne Landers

All in favor vote held:

In favor: All

Opposed: None

Abstained: None

Motion passed.

Meeting adjourned at 10:55am

NEXT MEETING: May 29, 2025

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Consent Agenda

Fiscal Report



FY25
**WIOA Financial & Budgetary
Review**

Eddie Contreras
Grants Accountant

FY2025 WIOA Budget to Actual

Service Provider Approved Budget \$15,911,612

Expended YTD as of April 30th, 2025

\$11,545,181

WDB Approved Budget= \$ 1,165,244

Expended YTD as of April 30th, 2025

\$857,787

**In FY25 at minimum \$11,814,762 must be expended by June 30th, 2025

87% Expended as of April 30th, 2025

WIOA Funding by Category

Fiscal Year 07/01/2024-06/30/2025 FY25 Service Provider (WDD)						
	FY25 Approved Budget	YTD FY25 4/30/2025	% Spent YTD	Forecast	% Forecast	Balance Remaining
Roll Up						
ADULT/DW	10,972,893	7,730,040	70%	9,341,660	85%	1,631,233
YOUTH	4,638,719	3,619,686	78%	4,148,658	89%	490,061
RR	300,000	195,455	65%	245,785	82%	54,215
Total	15,911,612	11,545,181	73%	13,736,103	86%	2,175,509
Fiscal Year 07/01/2024-06/30/2025 FY25 Workforce Development Board (WDB)						
	FY25 Approved Budget	YTD FY25 4/30/2025	% Spent YTD	Forecast	% Forecast	Balance Remaining
Roll Up						
ADULT/DW	885,585	658,151	74%	861,900	97%	23,685
YOUTH	279,659	199,636	71%	272,179	97%	7,480
Total	1,165,244	857,787	74%	1,134,079	97%	31,165

	Total Program Budget Allocation	FY25 Year-to-Date Expended	FY25 Forecasted Budget	FY25 Remaining Budget	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	13TH PERIOD
WDB BTA FY25																	
TOTAL PERSONNEL	422,694	348,998	421,438	1,256	36,526	35,663	33,928	37,456	34,188	35,816	33,444	32,880	33,180	35,917	37,062	35,378	-
Regular Salary	422,694	348,998	421,438	1,256	36,526	35,663	33,928	37,456	34,188	35,816	33,444	32,880	33,180	35,917	37,062	35,378	-
TOTAL FRINGE BENEFITS	165,361	124,574	149,857	15,503	12,830	12,640	12,724	13,018	12,310	13,155	14,115	9,062	13,106	11,614	12,626	12,657	-
Taxes	32,336	25,624	31,165	1,171	2,670	2,592	2,515	2,742	2,493	2,713	2,400	2,415	2,477	2,607	2,835	2,706	-
Retirement	51,865	42,794	51,683	182	4,480	4,372	4,163	4,596	4,172	4,395	4,104	4,034	4,071	4,407	4,548	4,341	-
Medical	68,160	55,056	65,542	2,618	5,680	5,675	5,680	5,680	5,645	5,680	7,612	2,612	6,191	4,601	5,243	5,243	-
Unemployment & Workers Comp	2,500	1,100	1,467	1,033	-	-	367	-	-	367	-	-	367	-	367	367	-
Bus Pass/Vanpool	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tuition Reimbursement	10,500	-	-	10,500	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INDIRECT COST	127,662	113,657	137,111	(9,449)	-	11,845	11,593	11,196	12,114	22,913	-	21,480	11,109	11,408	11,925	11,528	-
Indirect Cost Allocation (22.2%)	127,662	113,657	137,111	(9,449)	-	11,845	11,593	11,196	12,114	22,913	-	21,480	11,109	11,408	11,925	11,528	-
TOTAL TRAVEL	45,790	35,829	35,829	9,961	-	675	1,450	74	725	182	26,351	-	3,895	2,476	-	-	-
Travel-Conference	35,000	33,062	33,062	1,938	-	675	1,450	74	725	182	26,351	-	3,895	2,476	-	-	-
Per Diem (Travel Status)	5,790	2,767	2,767	3,023	-	-	-	-	-	-	-	-	1,151	1,615	-	-	-
Staff Mileage	5,000	-	-	5,000	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL SUPPLIES	8,550	1,287	2,124	6,426	-	-	1,198	81	59	-	(563)	512	-	-	-	538	298
Office/Technology Supplies	7,000	1,287	2,124	4,876	-	-	1,198	81	59	-	(563)	512	-	-	-	538	298
Food Supplies	1,500	-	-	1,500	-	-	-	-	-	-	-	-	-	-	-	-	-
Postage	50	-	-	50	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EQUIPMENT	5,000	4,067	4,067	933	-	-	-	4,067	-	-	-	-	-	-	-	-	-
Equipment	5,000	4,067	4,067	933	-	-	-	4,067	-	-	-	-	-	-	-	-	-
TOTAL OPERATING SERVICES	22,500	9,493	10,559	11,941	-	473	2,425	3,505	326	1,453	155	-	22	1,134	238	828	-
Association Memberships	10,000	5,668	6,258	3,742	-	323	976	3,350	326	693	-	-	-	-	-	590	-
Marketing	2,000	-	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Labor Market	1,000	-	-	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Copier - Reprographics	6,000	1,449	1,449	4,551	-	-	1,449	-	-	-	-	-	-	-	-	-	-
Telecommunications	3,500	2,377	2,852	648	-	150	-	155	-	760	155	-	22	1,134	238	238	-
TOTAL CONTRACTUAL	367,687	219,880	373,094	(5,407)	(0)	25,034	-	40,731	-	58,283	30,745	-	65,088	-	90,386	31,414	31,414
One Stop Operator	367,687	219,880	373,094	(5,407)	(0)	25,034	-	40,731	-	58,283	30,745	-	65,088	-	90,386	31,414	31,414
TOTAL WDB BTA	1,165,244	857,787	1,134,079	31,165	49,356	86,331	63,318	110,130	59,722	131,801	104,248	63,934	126,400	62,549	152,237	92,343	31,712



Thank You



Consent Agenda

Executive Director's Report



Maricopa County Workforce Development Board Report (MCWDB)
Steve Clark, Executive Director

May 6, 2025

2025 Strategic Planning

Wednesday, May 7, is our final brainstorming session with Samantha and Amber as the final product for our strategic plan is near. We are nearing the final lap in our efforts to create a new strategic plan. Samantha and Amber, from Innovation Studio, will be presenting the final draft of the new 2025-2028 Strategic Plan at the May 29, 2025, MCWDB Board meeting. Once the new plan is approved, the MCWDB team will setup reporting strategies and processes this summer.

MCWDB Bylaws Changes

As you may have seen in your email, we are proposing a few changes in our organizational Bylaws. These changes will include giving the Board an opportunity to allow workgroups for the first time. Utilizing workgroups have many benefits, including the opportunity to expand the rosters of these groups to industry experts associated with them. Workgroups are much less formal and act only in an advisory capacity to the Board. I will propose a few initial workgroups for Board consideration at the May 29 meeting.

Central Arizona Regional Workforce Forum Series Session #3

Final agenda items are being worked out for the Forum Series Session #3. This is our final virtual session in the 2024 fiscal year. This session focuses on "Building Arizona's Talent Pipeline", "Scalable Strategies Across Phoenix, Maricopa, and Pinal", and "Aligning Arizona's Business, Education, and Workforce Development". The event is on May 29, from 9:30 -11:30. You should see a save-the-date message very soon, followed by a registration link. I hope you all will plan to attend.

Central Arizona Regional Workforce Board Retreat

For the past several months, my counterparts at the City of Phoenix and Pinal County and I have been looking ahead to next steps in our regional collaboration efforts. We are prepared to propose the concept of hosting an in-person event for the Executive Teams from each of our respective workforce areas, potentially in July 2025. Potential topics for discussion might include Vision Alignment, State of the Regional Workforce, Strategic Priorities and Initiatives, Industry and Employer Engagement, Education and Training Alignment, Innovation and Funding Opportunities, Inclusive Workforce Strategies, Regional Collaboration and Governance, Action Planning and Next Steps

Projects

We are continuing to work on several projects. They include:

- Partner collaboration
- ETPL oversight
- OSO oversight/contract management
- MOU/IFA review/revisions
- Central Arizona Regional Workforce Forum Series Session #3-May 29
- MCWDB Committee Agenda Development
- Apprenticeship Coalition Next Steps
- Bylaws modification
 - Work groups
 - Update language
- 2025 Regional Workforce Board Retreat

If you have any questions or comments about the content of this update, I can be contacted by phone at 602-377-3844 or by email at steve.clark@maricopa.gov.

A handwritten signature in black ink that reads "Steve Clark". The signature is written in a cursive, flowing style.



Consent Agenda

Monthly Careers Pathway Strategist Reports

In-Demand Career & Apprenticeship Strategist Report

Katelyn Harris Lange | April 2025

Upcoming Events

- **May 11 - 17:** Economic Development Week
- **May 8, 15 & 29:** Hiring events in Mesa, Wickenburg, Tempe, and Glendale
- **June 16:** Arizona Town Hall Childcare & Workforce Development Virtual Event



Community Outreach

This month, I attended a number of community events including:

- **April 10:** Arizona Apprenticeship Summit
- **April 23:** Arizona Townhall Workforce Report
- **April 24:** WESTMARC Workforce Foundation Breakfast
- **April 30:** West Valley Apprenticeship Fair



MARICOPA COUNTY

ARIZONA@WORK™
MARICOPA COUNTY

West Valley Apprenticeship Fair

✓ 180 Attendees

✓ 13 Apprenticeship & Pre-Apprenticeship Programs



Consent Agenda

One-Stop Operator Monthly Report

To: Steve Clark, Workforce Board; Laura Malhoit, Julia Maciel Maricopa County Workforce Development Board (MCWDB)

Date: **May 8, 2025**

From: Janine Estrada – One Stop Operator

Subject: One-Stop Operator Report: April- 2025

Maricopa County One Stop Operator Front Desk Customer Interactions:

East Valley Career Center (Mesa)

Service	Apr -25
On-site assistance (resume writing, Title I registration, program referrals, job referrals, Arizona Job Connection (AJC) referrals, and other related services)	688
Calls	211
DES (AJC, Unemployment)	257
Smart Justice calls	30

West Valley Career Center (Glendale)

Service	Apr -25
On-site assistance (resume writing, Title I registration, program referrals, job referrals, Arizona Job Connection (AJC) referrals, and other related services)	1085
Calls	
DES (AJC, Unemployment)	252
Smart Justice calls	35

Number of Enrollments for April 2025	Program(s)	Number
	Youth	53
	Adult/Dislocated Worker	66
The <i>updated</i> number of Enrollments for March 2025	Youth	18
	Adult/Dislocated Worker	79

Business Services Updates April

- During the month of April, the Business Services team connected with 38 new employers and 217 existing employers. We received 1 WARN Notice for Rapid Response Services.

Number of customers welcomed at Satellite sites. (count kiosk numbers)

<u>SATELLITE LOCATIONS</u>	
Mesa	5
Queen Creek	60
Gila Bend	55
Tempe	65
Wickenburg	68
Surprise	370
Avondale	183
Goodyear	18

Location: Avondale Resource Center 995 E. Riley Or Avondale AZ 85323

DATE/TIME	JOB CENTER LOCATION	# BUSINESS	# OF JOB SEEKERS ATTENDED	# Interviews	#Of Hires
4/16/2025 1- 4pm	Avondale Resource Center	29	170	98	14

List of companies participating

1. AZ Department of Emergency and Military Affairs
2. Great Hearts Academies
3. Maricopa County Sheriff's Office
4. United States Border Patrol / Yuma Sector Recruiting Event
5. Abrio
6. Accept Care
7. AHCCCS
8. Ally Pediatric Therapy
9. Arcadia Homecare
10. Department of Veterans Services
11. DIC Roel< Hol11l3 Cora
12. Home Care Powered by AUAF
13. Home instead
14. Touchstone Health Services
15. Sevita -AZ Mentor
16. Desert Diamond Casino
17. Hospitality Service Group
18. ABM Industries
19. Moveras LLC.
20. Procter & Gamble
21. US NAVY RESERVES
22. GILA RIVER PUBLIC SAFETY
23. Circle K Corporation
24. Fry's Food



- 25. Sun Com Mobile/ Cricket Wireless
- 26. TJX Companies
- 27. Maleko Personnel Inc.
- 28. ABB
- 29. Haydon Companies

Location: Surprise Regional Library located at 16089 North Bullard Avenue Surprise, Arizona 85374

DATE/TIME	JOB CENTER LOCATION	# BUSINESS	# OF JOB SEEKERS ATTENDED	# Interviews	#Of Hires
4/24/2025 10 am- 1pm	Surprise	17	179	11 onsite/ 120 pending offsite	10

List of companies participating

- 1. Department of Veterans Services
- 2. Arizona Mentor
- 3. Rise Servires
- 4. USBP / Yuma Sector
- 5. City Of Surprise Human Resources Department
- 6. Accent care
- 7. Dysart United School District
- 8. All Ways Caring
- 9. Ally Pediatric Therapy
- 10. National Indian Council on Aging
- 11. Peoria Unified School District
- 12. Sun City West Recreational Center
- 13. US Navy
- 14. Maricopa County Head Start
- 15. One AZ Credit Union
- 16. Homecare Powered by AUAF
- 17. Arcadia Home Care

Success Story/Employer Comment:

Participant Cassandra contacted me the day before the Job Fair and was looking for employment and was having difficulty finding employment. This is her story: This is something I was not sure of, but Melinda Greenhouse encouraged me to come to the Surprise Job Fair and attend. This was the best decision I made. The position I received was always something that I had been wanting to do. I'm so grateful to have met so many nice, and helpful people. The staff here and at the Job Fair are genuine and want to help you in every way that they can. I'm so thankful. I will be starting on Monday, April 28th, 2025, with orientation with RISE as a direct sport person making \$16.50.

Location: Surprise Regional Library located at 16089 North Bullard Avenue Surprise, Arizona 85374

DATE/TIME	JOB CENTER LOCATION	# BUSINESS	# OF JOB SEEKERS ATTENDED	# Interviews	#Of Hires
4/30/2025 1:30 pm- 4 pm	Surprise	13	180	onsite/ 62 pending offsite	0

List of companies participating

1. Arizona Builders Alliance
2. Arizona Building Construction Trades Council
3. Arizona Public Services
4. Boilermakers Local 627
5. Elevator Construction Apprenticeship NEIEP/IUEC
6. Fann Construction
7. Habitat For Humanity Central Arizona
8. Phoenix Electrical Apprenticeship Program
9. Skill Up Arizona Apprenticeship & Award Foundation
10. Tempe Mechanical
11. TSMC Arizona
12. Urban Strategies LLC
13. Western Electrical Contractors Association

Success Stories/Event Highlight: Had SO participants that registered to attend be apprenticeship before the start of the Apprenticeship Fair that started at 1:30pm.



Hello Melinda, I wanted to reach out to express my gratitude of the well-planned Apprenticeship Summit. I first became aware of the summit because lord Garcilfano (City of Surprise Community Center Supervisor) had a flyer at the Surprise Senior Center.

I am a general worker for the City of Surprise; I have worked a few hours at the Resource Center last summer. I was aware of the work you do, but I always thought it was for those who lost their jobs and a hard time finding a job, never considering you provide assistance and resources for all walks of life.

My son will be graduating from high school in a few weeks. He has expressed his goal of pursuing a career as a Heavy Equipment Operator. While his motivation is strong, he has lacked some guidance in this area. I encouraged him to attend the summit after he was released from school. Although it was late in the day, we still prioritized our attendance. We arrived around 3 p.m. and were impressed by the turnout and the organization of the vendors.

We had the opportunity to engage in one-on-one discussions with all the vendors that were interested in my son. I appreciated the candid and informative conversations. The vendors were genuinely transparent and willing to answer questions without exerting pressure to recruit him for their programs.

At the conclusion of the summit, we felt optimistic about my son's future. It no longer seemed like an abstract goal. We are now equipped to make well-informed decisions, and the amount of research required has been significantly reduced thanks to the Apprenticeship Summit.

Audra Jones – Armendariz
GENERAL SERVICES WORKER
Human Service and Community Vitality

OSO Team Updates April:

- OSO Community Partners Meeting: Solari- 211 - presented by Brittney Clark with 37 in attendance.
- OSO ARIZONA@WORK Maricopa County Collaboration Leadership (MCCL) Meeting: Overview of the MOU & IFA Overview, Workflow, and Customer Satisfaction Survey with 18 attendees.
- OSO is encouraging the use of the thread to share updates between partners
- One Stop Customer Satisfaction Surveys at 96.67%

Partners Updates:



A proud partner of the AmericanJobCenter network

- In-person Community Partner Meeting (**May 22nd** at 10 a.m. – 11:30 a.m.) West Valley Career Center Glendale, AZ rm 207
- National Apprenticeship Day on April 30th, Surprise Regional Library, 1:30 pm to 4 pm
- NFJP- Teresa Mendez was hiring Yamapai County Workforce Development Specialist. Updated on exciting partnership with MSFW program- collaborative efforts and outreach/recruitment
- ARIZONA@WORK Virtual Employer Outreach Meeting (Tim Stump VR) Tuesday, May 20 - 10:00 – 11:50am
- Tempe Job Fair **May 15th** 10am-1pm EvVision Center 1310 E Apache Blvd Tempe, AZ 85281. Job seekers contact Erika.Read@maricopa.gov. Employers contact Carter.Ellis@maricopa.gov.
- Wickenburg Job Fair **May 15th** 10am -12 pm Wickenburg Community Center 160 N. Valentine St. Wickenburg, AZ 85390 Job Seekers: Donna Bunch Donna.Bunch@maricopa.gov Employers: Christopher Sternisha Christopher.Sternisha@maricopa.gov
- Maricopa Community Colleges:
 - Electronic Health Records Management Certification- 12 in weeks
 - Home Health Aide Certification- 10 in weeks
- [DEAMcon](#) **May 21-23, 2025** Scottsdale, AZ
- Harmon Library
 - **Arizona Work City of Phoenix Tuesdays 12- 2pm**
 - -5/13 Kelly Education
 - -5/20 Hospitality Training Academy (HTA)
 - -5/27 BlueCross BlueShield

Warn and Non warn AJC:

Notice Date	Warn Type	Employer	Number of Affected Employees	LWIB Area
4/01/25	Warn	Berger logistics	121	5 - ARIZONA@WORK – City of Phoenix
4/03/25	Non-Warn	Pima County Health Dept.	22	6 - ARIZONA@WORK - Pima
4/04/25	Warn	Atalys Tucson, LLC	30	6 - ARIZONA@WORK - Pima
4/09/2025	Non-Warn	Equus Workforce Solutions	13	9 - ARIZONA@WORK - Yuma County
4/09/2025	Non-Warn	Arizona Western College - WIOA	3	9 - ARIZONA@WORK - Yuma County

4/25/2025	Warn	District Medical Group (Children's Rehabilitative Services)	118	5 - ARIZONA@WORK - City of Phoenix
4/29/2025	Warn	TXP - Transfer Express, Inc.		7 - ARIZONA@WORK - Maricopa County
4/29/2025	Warn	DFC	33	7 - ARIZONA@WORK - Maricopa County

1. Bergers Logistics.- transportation (restructuring of global trade relationships)
2. Pima County Health Dept.- COVID-related health disparities and equity.
3. Atalys Tucson, LLC– medical device manufacturing platform (RD to distribution).
workforce adjustments- ongoing trend in MedTech and medical device manufacturing
4. Equus Workforce Solutions- Workforce development (WIOA- ROSS Innovation
Employment Solutions (IES) non-renewal of contract.
5. Arizona Western College – WIOA
6. District Medical Group (Children's Rehabilitative Services)- close this summer- sharp
decline in patients see.
7. TXP- Transfer Express, Inc.- custom heat-applied and garment transfers
8. DFC - Manufacturing (garment decorating)



Training Team Update 04/30/2025

Covers the period July 1, 2024 – April 30, 2025

Success Story / Highlights:

- Trainers completed Outreach Effort collaborating with CTE Career Coach at Westwood HS facilitating Job Interview Practice workshop over 3 sessions to a total of 43 junior students preparing to enter their CTE program during their senior year.
- Trainer led an outreach event at Glendale Adult Center, facilitating CPR/AED & First Aid class certifying 6 participants, along with sharing out flyers/calendars, and providing information on how to connect to additional HSD services.
- Trainer completed Outreach Effort for the city of Glendale's 11th Annual Family Resource Fair where the city's Community Services Department and Partners connects residents to a variety of service providers and partnering organizations. ARIZONA@WORK Maricopa County Training Team/WDD Adult Career Advisor participated by tabling at the event which had over 300 participants.
- Trainer provided in person/virtual Orientation to Rio Salado youth and adult 71 attendee that so far has led to 3 youth and 3 adults interested in moving forward and continuing with the WIOA process.
- Trainer provided Outreach CPR Efforts for 8 NERC interns at Project SEARCH Banner Desert.
- Trainers participating in facilitating virtual and in person Training Services and Workshops for Rapid Response events for total 34 participants.
- Trainer supported Outreach Event providing Mock Interviews to West-MEC students.
- Trainers supported MC Public Health internal training for displaced staff providing workforce training services
- Training Team began facilitating the WDC Partnership Site workshops.
- Trainers provided internal staff training to WDD Staff for Resume Writing, Job Search Assistance, and Job Interview Practice.
- Supervisor shared Training Team success story highlight for Red Mountain High School CTE Program at 04.17 Board Meeting.
- Supervisor works with Trainers and Rapid Response Coordinator to review and support training for upcoming RR Events.
- Training Team processed Dynamics Password Resets.
- Trainers and Supervisor supported Extended Hours coverage.
- Training Supervisor supported facilities requests to HSD Facilities team and transition plan to MA.
- Supervisor continues to meet with Rapid Response Coordinator to review and support training for upcoming RR Events.
- Supervisor works with Contact Center Supervisor on WDD updates and process improvement opportunities and transition to MA.
- Supervisor assisted with ARIZONA@WORK Maricopa County website updates for Job Listings and Hiring Events.

WDD CENTER TRAINING SERVICES	EVCC April 2025	WVCC April 2025	Program Year to Date EV Totals	Program Year to Date WV Totals	Program Year to Date Team Totals
Orientation Virtual Participants	93	145	902	1516	2418
Orientation In Person Participants	0	0	47	114	161
AJC & Client Portal Application Lab	3	2	43	133	176
CDL Module <i>(started 02.2025)</i>	16	24	91	102	193
Job Search Assistance Workshop	7	10	39	28	67
Resume Writing Virtual Workshop	11	0	71	9	80
Resume Writing In Person Workshop	14	10	98	90	188
Resume Writing Lab	8	8	78	68	146
Job Interview Practice Virtual Workshop	3	0	35	33	68
Job Interview Practice In Person Workshop	0	0	12	12	24
Basic Computer Skills Workshop	0	1	17	38	55
Financial Empowerment Workshop	0	3	19	22	41
Introduction to Entrepreneurship Workshop	0	4	15	16	31
Workplace Readiness Workshop	1	0	5	2	7
Youth Leadership Development Virtual Workshop	2	4	20	13	33
CPR/AED & First Aid Class	6	9	27	45	75
Spanish Basic Computer Skills Workshop	0	0	0	1	1
Spanish Financial Empowerment Workshop	0	0	0	0	0
Spanish Resume Writing Workshop	0	3	3	3	6
Youth Office Proficiency Assessment Assisted	7	11	49	103	152
Office Proficiency Assessment and Certification Obtained	1	0	26	14	40
Community Outreach Events (Refugee, etc.)	6	6	33	28	60
Community Outreach Event Participants	60	464	378	743	1121
Rapid Response Events	6	1	14	12	26
Rapid Response Event Participants	33	1	129	277	406
Hiring Event Workshops	0	0	0	0	0
Hiring Event Workshops Participants	0	0	0	0	0
WDD New Hire Onboarding Staff Participants	0	0	3	0	5
WDD Internal Staff Training Participants	30	15	121	37	158

WDC Site Workshop Update 04/30/2025

<i>East Valley Workforce Development Coordinator Partnership Sites</i>			
<i>Workshop Name/Type</i>	<i>Mesa Partnership Site # participants attended</i>	<i>Tempe Partnership Site # participants attended</i>	<i>Queen Creek Partnership Site # participants attended</i>
<i>Resume</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Job Search</i>	<i>1</i>	<i>0</i>	<i>0</i>
<i>Interview</i>	<i>0</i>	<i>1</i>	<i>0</i>
<i>Financial Empowerment</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Pop-Up 1:1</i>	<i>1</i>	<i>0</i>	<i>0</i>
<i>Held off-site, in community # of workshops/total # participants</i>	<i>0 workshops / 0 parts</i>	<i>0 workshops / 0 parts</i>	<i>0 workshops / 0 parts</i>
<i>Total # Participants</i>	<i>2</i>	<i>1</i>	<i>0</i>

<i>West Valley Workforce Development Coordinator Partnership Sites</i>					
<i>Workshop Name/Type</i>	<i>Avondale Partnership Site # participants attended</i>	<i>Gila Bend Partnership Site # participants attended</i>	<i>Goodyear Partnership Site # participants attended</i>	<i>Surprise Partnership Site # participants attended</i>	<i>Wickenburg Partnership Site # participants attended</i>
<i>Resume</i>	<i>0</i>	<i>0</i>	<i>2</i>	<i>0</i>	<i>0</i>
<i>Job Search</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Interview</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>0</i>
<i>Financial Empowerment</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Pop-Up 1:1</i>	<i>2</i>	<i>0</i>	<i>3</i>	<i>0</i>	<i>0</i>
<i>Held off-site, in community # of workshops/total # participants</i>	<i>2 workshops / 2 parts</i>	<i>0 workshops / 0 parts</i>	<i>1 workshop / 4 parts</i>	<i>0 workshops / 0 parts</i>	<i>0 workshops / 0 parts</i>
<i>Total # Participants</i>	<i>4</i>	<i>0</i>	<i>10</i>	<i>1</i>	<i>0</i>



MARICOPA COUNTY

A proud partner of the AmericanJobCenter network

ARIZONA@WORK Maricopa County Collaboration Leadership Meeting

Date: April 16, 2025, via Teams 10 am -11 am

Attendees:

Title Ib: Tina Luke, Lemuel Carter,

Indian & Native American Programs (INAP):

National Farmworkers Job Program (NFJP): Teresa Mendez

Title II: JakinDee Kosaka (APD), Kelly Steward (Rio Salado), Ilaria Verillo GALP

Title III:

LVER:

Title IV Voc Rehab:

SCSEP: Al Jernigan

RESEA: Sandra Stephens, Amy Bratlie

TANF: Allison Greer

CTE:

AZ Re-entry Second Chance: Ty Jackson

Community Services Block (CSBG): Laurie Ontiveros, Madison Ginsberg

DES: Chevera Trillo, Tim Tucker, Jordan Dodeward

Equus: Janine Estrada OSO

Summary of monthly meetings with the agenda and meeting minutes.

I. Welcome Remarks

Janine Estrada welcomed participants to the ARIZONA@WORK Maricopa County Collaboration Leadership Partners meeting

II. Partner updates

- In-person Community Partner Meeting (May 22nd at 10 a.m. – 11:30 a.m.) West Valley Career Center Glendale, AZ rm 207
- National Apprenticeship Day on April 30th, Surprise Regional Library, 1:30 pm to 4 pm
- NFJP- Teresa Mendez was hiring Yamapai County Workforce Development Specialist. Updated on exciting partnership with MSFW program- collaborative efforts and outreach/recruitment

III. Overview of the MOU and Infrastructure Agreement with OSO Janine Estrada

- Highlighting the purpose of the MOU and IFA and goals



A proud partner of the AmericanJobCenter network

- Quick Facts about the comprehensive One Stops; required partners, term July 1, 2023, through June 30, 2026, Shared partner responsibilities, data sharing, confidentiality, Referrals (unite us and other methods), EO, accessibility, and the IFA
- Workflow in Centers (attached)
 - Partners invited to review and provide feedback
- Customer Satisfaction Survey
 - Month of March 96.67% Customer Satisfaction rate
 - Quarter 91.95 % Customer Satisfaction rate

IV. Questions

- Updates to include more mandatory partner and co-located partners
[Jordan Dodward \(DES\) provided link in chat for MOU and IFA](#)
- Any questions or feedback on the Customer Satisfaction Surveys?
[Lemuel Carter \(Title 1b\) requests a more frequent report \(monthly\).](#)
- To promote system integration, we're using a common process for intake, assessment, referral, and case management, and sharing data appropriately. How do you think we're doing with that?
[JaKinDee Kosaka \(APD\) We could do better. Clients go through multiple processes for intake with various providers, it is redundant. Duplication of entering information in different systems, AJC and Title 2, have their own data management system. The problem is that none of these talk to each other.](#)

V. Suggested action items for upcoming partners' meeting

- Please register for the In-person Community Partner meeting May 22 (attached)

VI. Adjournment 10:28 am

Next Meeting:

May 21th 10 am to 11 am with Olivia Hendricks from (Phoenix Indian Center) Title 1b section 166



MOU & IFA Workflow in Centers Customer Satisfaction Survey





MEMORANDUM OF UNDERSTANDING
BETWEEN
MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD
AND
WORKFORCE INNOVATION & OPPORTUNITY ACT PARTNERS

Contract #: C-95-23-051-X-01
MOU Start Date: July 1, 2023
MOU Termination Date: June 30, 2026

This Memorandum of Understanding (MOU) is entered into between the Maricopa County Board of Supervisors ("Board"); the Maricopa County Local Workforce Development Board (Local WDB), and its Workforce Innovation & Opportunity Act Partners (or "Partners" as defined herein and as are listed more specifically in Attachment A hereto) (collectively referred to as the "Parties," and individually as "Party").

1.0. PURPOSE

This MOU is developed to confirm the understanding of the Parties regarding the operation and management of the One Stop Centers in the Maricopa County Local Workforce Development Area (Local WDA). The Maricopa County Local WDB provides local oversight of workforce programming for the Maricopa County Local WDA. The purpose of this MOU is to define the parameters within which education, workforce, economic development, and other Partner programs and entities operating in the Maricopa County Local WDA create a seamless, customer-focused Maricopa County One-Stop Center network that aligns service delivery across the board and enhances access to program services. By realizing one-stop opportunities together, Partners are able to build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships will reduce administrative burden and costs and increase customer access and performance outcomes.

2.0. AUTHORITY

The Workforce Innovation and Opportunity Act (WIOA) sec. 121(c)(1) requires the Local Board, with the agreement of the Chief Elected Official (CEO), to develop and enter into a Memorandum of Understanding (MOU) between the Local WDB and the One-Stop Partners, consistent with WIOA Sec. 121(c)(2), concerning the operation of the one-stop delivery system in a local WDA. This requirement is further described in the Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions: Final Rule at 20 CFR 678.500, 34 CFR 361.500, and 34 CFR 463.500, and in Federal guidance. Additionally, the sharing and allocation of infrastructure costs among one-stop partners is governed by WIOA sec. 121(h), its implementing regulations, and the Federal Cost

The purpose of this agreement outlines how the One Stop Centers in Maricopa County will be managed. The Maricopa County Workforce Development Board oversees these programs. The goal is to create a smooth, customer-friendly network that improves service delivery and access to various services.

[MCWDB Policies & Plans | ARIZONA@WORK](#)

Quick facts

Definitions: Common language

Identifies One Stops:

1001 W. Southern Ave., Suite 101 Mesa, AZ 85210

4425 W. Olive Ave., Suites 190 & 200, Glendale AZ 85302.

Required Partners

Term: July 1, 2023, through June 30, 2026

Shared Responsibilities

Data Sharing

Confidentiality

Referrals

Equal Opportunity

Accessibility

Infrastructure Agreement



Required Partners

- **Adult, Dislocated Worker (DW), and Youth Programs under Title I-B of WIOA,**
- **Indian and Native American Programs (INAP) under WIOA Title I- Section 166**
- **National Farmworker Jobs Program (NFJP) Under Title I of WIOA,**
- **Migrant and Seasonal Farmworker Programs (MSFW) under Title I of WIOA,**
- **Adult Education and Family Literacy Act programs under Title II of WIOA,**
- **Wagner-Peyser under Title III of WIOA,**
- **Trade Adjustment Assistance (TAA) under Title II of Trade Act,**
- **Jobs for Veterans State Grants (JVSG) under Title 38, U.S.C.,**
- **Vocational Rehabilitation under Title IV of WIOA,**
- **Senior Community Service Employment Programs (SCSEP) under Title V of Older Americans Act--State Grantee,**
- **Career and Technical Education programs at the postsecondary level (CTE) under Perkins Career and Technical Education Act,**
- **Re-entry Employment Opportunities (REO) under the Second Chance Act,**
- **Temporary Assistance for Needy Families (TANF) employment & training under part A of Title IV of Social Security Act**

Quick facts 2.0: Shared Responsibilities

- **Responsibilities of LWB**
- **Responsibilities of LWB Staff**
- **Responsibilities of Partners**
- **Partners will provide services through the One Stop Delivery System and meet semi-annually to ensure compliance.**
- **Ensure universal access to One Stop Centers for all customers, including those with barriers to employment.**
- **Comply with the One-Stop System Approach, offering a range of services and respecting individual choice.**
- **Strengthen regional workplace skills and economic development, operate efficiently, and comply with various federal and state laws and regulations.**

Responsibility of Partners



- **Partners will cross-train staff and provide professional learning opportunities for continuous improvement.**
- **Promote system integration through effective communication, joint planning, and shared goals.**
- **Use common processes for intake, assessment, referral, and case management, and share data appropriately.**
- **Leverage resources from public agencies and non-profits, and participate in continuous improvement and regular meetings.**

One Stop Workflow in centers

Workflow in Centers

- **Welcome and Greeting:**
 - Greet every ARIZONA@WORK customer warmly.
 - Establish a positive and comfortable environment.
- **Initial Inquiry:**
 - Begin with a concise question: "What brings you in today?"
 - Encourage customers to share their specific circumstances.
- **Identify Job Seeker Category:**
 - For **Veterans/Disabled Veterans:**
 - Inquire about military service and experiences.
 - Direct them to specialized veteran job placement assistance such as **Triage to Veteran PSE/DVOPS**
 - For **Head Start**
 - Do you have any children under 5 in the household? (as needed)
 - For **Second Chance/Smart Justice:**
 - Listen for any justice system involvement.
 - Provide rehabilitation-focused job lead options (if we have resources).
 - **Triage to Smart Justice Team OR DES PSE III for Job Search Assistance**
 - For **Entry Level/Job Seeker:**
 - Assess career starting point and aspirations.
 - Offer entry-level opportunities, skill-building workshops, and WIOA.
 - **Triage to Program Service Evaluator III (DES) for Job Assistance**
 - For **Higher Educated Job Seekers:**
 - Inquire about educational background.
 - Connect them with employers seeking highly educated candidates.

- **Triage to Business Service Representative Team or AD/W Career Advisor**
- For **Youth Job Seekers (Part-time employment):**
 - Determine age and employment preferences.
 - Provide part-time job options and mentorship/Apprenticeship programs.
 - **WIOA Program for Youth Services or (DERS) PSE for Job assistance**
- For **Refugee Resettlement:**
 - Pipeline in response to the need, with the Office of Refugee Resettlement.
 - Ask if you can have their email contact information and connect them to a refugee resettlement program.
 - Office of Refugee Resettlement -Email Dawn Strecker, Project Manager/POC
 - **dastrecker@azdes.gov**
- **Vocational Rehabilitation Referral:**
 - Update question – **Stump**
 - Engage with customers facing work challenges due to health or disability.
 - Express empathy and understanding.
 - Introduce Vocational Rehabilitation (VR) as a specialized program.
 - Provide referrals to VR for tailored job search assistance.
 - **Complete the Referral form and submit to the VR Contact for the center location.**
- **SCSEP: AARP Program:**
 - Inform customers about the partnership of the SCSEP program with AARP and their specialized services for senior citizens.
 - **Refer Senior Client by completing the Interest form for SCSEP or send a direct email to the SCSEP contact person.**
 - **Online application: AARP- Flyer (wait-list)**
- **Basic Services Workshop Recommendations:**

- Assess skill gaps and interests. (Customer's attestation- self-identified strengths and weaknesses)
- Recommend relevant workshops for skill enhancement:
 - Resume Writing
 - Resume Writing Lab
 - Basic Computer Skills
 - Interview Skills
 - Introduction to Entrepreneurship
 - Job Search
 - Office Proficiency Assessments, Typing Test, and Certification (OPAC)
- **Client who comes in seeking Unemployment**
 - Ensure the client is aware that One Stops are not an Unemployment office, explain the services provided, and give the client the information on the Unemployment client Advocate paper as well as the information from AZUI
 - Every application is to be submitted online. We transition to the paper application only after confirming issues with ID.me.
 - Scan to DES in the back and notify them.
 - Weekly claims submitted online or on paper
 - Offer to scan over their information to the UI doc's email, (DES- team)
 - Help them with the computer settings and ask the customer to read the question aloud, and consider its meaning before answering
 - *speaking aloud the questions that Unemployment is asking, with the ID me portion, Taxing.*
- **Personalized Guidance:**
 - Tailor advice based on the identified category.
 - Offer encouragement and support throughout the process.
- **Follow-up and Next Steps:**
 - Provide clear next steps based on the triage outcome.
 - Offer ongoing support and follow-up as needed.

(Encourage customers to come back in, if they need any follow-up)

Early triage presents numerous opportunities for partners to collaborate, support one another, and provide the best service to clients. Customers have a more positive experience when they feel that they have been triaged in the right direction they desire.

Customer Satisfaction Survey Rating Areas

- Last Month (March) 96.67% Customer Satisfaction rate
- Last Quarter: 91.95% Customer Satisfaction rate

Good greeting	Yes/ No
Rate courtesy and professionalism	Poor, Needs Work, Ok, Good, Excellent
Rate facilities and equipment	Poor, Needs Work, Ok, Good, Excellent, N/A
Services received helped	Not At All, Very Little, Neutral, Somewhat, Very Much
Various options discussed	Yes/ No
Did staff help	Yes/ No
Did well and areas to improve	Comment about experience



Thank you

"Be the best-in-class workforce system that connects job-seekers to career"



Janine Estrada

ARIZONA@WORK Maricopa County OSO

Janine.Estrada@EquusWorks.com

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 - ***Triage to Program Service Evaluator III (DES) for Job Assistance***
 - **For Higher Educated Job Seekers:**
 - Inquire about educational background.
 - Connect them with employers seeking highly educated candidates.

- ***Triage to Business Service Representative Team or AD/W Career Advisor***
- **For Youth Job Seekers (Part-time employment):**
 - Determine age and employment preferences.
 - Provide part-time job options and mentorship/Apprenticeship programs.
 - **WIOA Program for Youth Services or (DERS) PSE for Job assistance**
- **For Refugee Resettlement:**
 - Pipeline in response to the need, with the Office of Refugee Resettlement-
 - Ask if you can have their email contact information and connect them to a refugee resettlement program.
 - Office of Refugee Resettlement -Email Dawn Strecker, Project Manager/POC
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 - Assess skill gaps and interests. (Customer's attestation- self-identified strengths and weaknesses)

- Recommend relevant workshops for skill enhancement:
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 - Resume Writing Lab
 - Basic Computer Skills
 - Interview Skills
 - Introduction to Entrepreneurship
 - Job Search
 - Office Proficiency Assessments, Typing Test, and Certification (OPAC)

- **Client who comes in seeking Unemployment**
 - Ensure the client is aware that One Stops are not an Unemployment office, explain the services provided, and give the client the information on the Unemployment client Advocate paper as well as the information from AZUI
 - Every **application** is to be submitted online. We transition to the paper application only after confirming issues with ID.me.
 - Scan to DES in the back and notify them.
 - Weekly claims submitted online or on paper
 - Offer to scan over their information to the UI doc's email. (DES- team)
 - Help them with the computer settings and ask the customer to read the question aloud, and consider its meaning before answering
 - *speaking aloud the questions that Unemployment is asking, with the ID me portion, faxing.*

- **Personalized Guidance:**
 - Tailor advice based on the identified category.
 - Offer encouragement and support throughout the process.

- **Follow-up and Next Steps:**
 - Provide clear next steps based on the triage outcome.
 - Offer ongoing support and follow-up as needed.
 - (Encourage customers to come back in, if they need any follow-up)

- **Prompt for customer feedback on experience:** Also posted through center

Early triage presents numerous opportunities for partners to collaborate, support one another, and provide the best service to clients. Customers have a more positive experience when they feel that they have been triaged in the right direction they desire.



Consent Agenda

FY 26 Administrative Budget

FY 2026 Administrative Budget

- ✓ **Administrative (\$1,328,774)**
 - ✓ MCWDB Board staff operations/Personnel
 - ✓ Supplies/Travel/Training
 - ✓ Operating Services

Steve Clark, Executive Director

FY 2026 Administrative Budget

- ✓ **Administrative (\$1,328,774)**
 - ✓ MCWDB Board staff operations/Personnel
 - ✓ Supplies/Travel/Training
 - ✓ Operating Services

FY 2026 Administrative Budget

Personnel	\$543,595	
Fringe Benefits	\$196,236	
Indirect Costs	\$176,299	
Travel/Training	\$15,000	-\$30,790
Supplies	\$6,050	-\$7,500
Contractual	\$373,094	
Operating Costs	\$18,500	-\$10,000
Total	\$1,328,774	

FY 2026 Administrative Budget

Questions?



Consent Agenda

Program Year 25 Allocations

PY 2025 Funding Allocations

Steve Clark, Executive Director
June 2025

Funding Allocations

- ✓ **Workforce Arizona Council approved March 13, 2025**
 - ✓ Overall 10% reduction from previous year
 - ✓ Maricopa County - **>30%** reduction over past 3 years
 - ✓ **-5.9%** for PY 2025 (**-\$768,270**)
- ✓ Summary: Overall PY 25 - \$65,789,807
- ✓ Maricopa County Allocation -\$12,241,692

Previous Funding Allocation Challenges

- ✓ Based on \$\$, no data-driven methodology
- ✓ No standard approach
- ✓ Inconsistent practices
- ✓ Did not align with best practices

Proposed New Methodology

- ✓ Establishes stable factors for three years
- ✓ Year-over-Year Comparisons
- ✓ Consistent and Predictable
- ✓ Annually Reviewed by WAC

Federal Guidance

- ✓ **WIOA requires state approve funding allocations for:**
 - ✓ **Adult**
 - ✓ **Dislocated Worker**
 - ✓ **Youth programs**
- ✓ **Promote employment, education, training, and support services**
- ✓ **WAC-responsible for fund distribution**

Workforce Arizona Council's Role

- ✓ **WAC responsible for equitable distribution**
 - ✓ **Data-driven decision making**
 - ✓ **Ensure resources are directed towards areas with greatest need**
- ✓ **Prioritizes the difficult to serve populations**
 - ✓ **Individual with barriers to employment**
 - ✓ **Youth**
 - ✓ **High unemployment or excess poverty**

DOL Allocation Methodology

- ✓ Background
 - ✓ Calculations using specific formulas
 - ✓ Formulas rely on data over specific timeframes
- ✓ Planning Estimates for Arizona PY 25 (July 2025-June 2026)
 - ✓ \$65,789,807 (10% decrease)

DOL Allocation Methodology

- ✓ **Key Factors impacting Arizona's funding**
 - ✓ **Lower unemployment levels**
 - ✓ **Census data on disadvantaged populations**
 - ✓ **Long term unemployment trends**
- ✓ **Why PY 25 is lower?**
 - ✓ **Data compared to other states**
 - ✓ **Improved economy**

Adult Program Allocations

WTOA Adult Program Planning Estimates by LWDA

Local Workforce Development Area	FY 24 Allocation	FY 25 Allocation	Over-the-Year Change	Over-the-Year Percent Change
North Eastern Arizona (Apache/Navajo/Gila)	\$350,649	\$297,738	-\$53,441	-15.0%
South Eastern Arizona (Cochise/Graham/Governor)	\$400,630	\$360,482	-\$40,148	-10.0%
Cocconino County	\$262,229	\$234,347	-\$27,782	-10.6%
Maricopa County	\$3,793,096	\$3,507,999	-\$285,897	-7.5%
Mohave/La Paz	\$637,526	\$578,865	-\$58,661	-9.2%
Navajo Nation	\$944,442	\$831,050	-\$113,391	-11.4%
City of Phoenix	\$3,189,348	\$2,643,003	-\$578,345	-18.1%
Pima County	\$2,249,228	\$1,923,966	-\$325,262	-14.5%
Pinal County	\$864,927	\$788,021	-\$76,906	-8.9%
Santa Cruz County	\$374,794	\$308,261	-\$66,533	-17.8%
Arizona Tribal Workforce	\$1,311,072	\$1,169,248	-\$141,824	-10.8%
Yavapai County	\$458,241	\$443,518	-\$14,723	-3.2%
Yuma County	\$3,549,023	\$3,418,200	-\$130,823	-3.7%
Distribution 85%	\$18,433,387	\$16,994,830	-\$1,438,557	-7.8%
Total Funds	\$21,588,867	\$19,519,800	-\$2,068,867	-9.6%

FY 24 Allocation: Discretionary Formula, 100% weight on cross poverty

FY 25 Allocation: Discretionary Formula, 100% weight on cross poverty

FY 25 Planning Estimates Sited in TEN 17-24, December 30, 2024

Youth Program Allocation

WIOA Youth Program Planning Estimates By LWDA

Local Workforce Development Area	FY 24 Allocation	FY 25 Allocation	Over-the-Year Change	Over-the-Year Percent Change
North Eastern Arizona (Apache/Navajo/Gila)	\$350,343	\$310,583	-\$39,779	-11.5%
South Eastern Arizona (Cochise/Graham/Greenlee)	\$412,609	\$339,622	-\$73,007	-17.7%
Cocconino County	\$453,383	\$420,541	-\$32,843	-7.7%
Maricopa County	\$4,094,816	\$3,750,702	-\$344,114	-8.5%
Mohave/La Paz	\$573,224	\$488,144	-\$85,080	-14.8%
Navajo Nation	\$1,076,742	\$953,518	-\$123,224	-11.4%
City of Phoenix	\$3,354,760	\$2,782,008	-\$572,752	-17.1%
Pima County	\$2,345,355	\$2,134,138	-\$211,217	-9.0%
Pinal County	\$706,034	\$642,990	-\$63,045	-10.2%
Santa Cruz County	\$432,984	\$369,616	-\$63,369	-15.5%
Arizona Tribal Workforce	\$1,381,558	\$1,246,149	-\$135,408	-9.8%
Yavapai County	\$381,087	\$360,992	-\$20,095	-4.7%
Yuma County	\$3,887,765	\$3,871,590	-\$16,175	-0.4%
Distribution 85%	\$19,499,183	\$17,687,923	-\$1,799,230	-9.2%
Total Funds	\$22,893,156	\$20,785,827	-\$2,107,329	-9.2%

FY 24 Allocation: Discretionary Formula, 100% weight on cross poverty

FY 25 Allocation: Discretionary Formula, 100% weight on cross poverty

FY 25 Planning Estimate listed in TDY 17-24, December 30, 2024

DW Program Allocation

WIOA Dislocated Worker Planning Estimates by LWDA

Local Workforce Development Area	PY 24 Allocation	PY 25 Allocation	Over-the-Year Change	Over-the-Year Percent Change
North Eastern Arizona (Apache/Navajo/Gila)	\$197,336	\$168,486	-\$27,084	-13.7%
South Eastern Arizona (Cochise/Greenlee/Graham)	\$654,992	\$552,238	-\$73,131	-11.2%
Coconino County	\$251,895	\$209,416	-\$31,086	-12.3%
Maricopa County	\$5,125,049	\$4,983,790	-\$278,124	-5.4%
Mohave/La Paz	\$475,131	\$403,998	-\$61,376	-12.9%
Navajo Nation	\$424,579	\$342,369	-\$63,008	-14.8%
City of Phoenix	\$3,263,208	\$3,121,699	-\$210,857	-6.5%
Pima County	\$2,342,201	\$1,965,938	-\$270,334	-11.5%
Pinal County	\$806,957	\$694,078	-\$124,361	-15.4%
Santa Cruz County	\$224,596	\$184,081	-\$30,358	-13.5%
Arizona Tribal Workforce	\$776,438	\$629,062	-\$112,262	-14.5%
Yavapai County	\$393,842	\$360,086	-\$36,396	-9.2%
Yuma County	\$2,053,228	\$1,675,268	-\$373,571	-18.2%
Distribution 60%	\$16,989,453	\$15,290,508	-\$1,698,945	-10.0%
Total Funds	\$28,315,755	\$25,484,180	-\$2,831,575	-10.0%

PY 24 Allocation: 80% weight on unemployment concentration, 5% weight on long-term unemployment, 10% weight on declining industries, 5% weight on employment

PY 25 Allocation: 35% weight on unemployment concentration, 15% weight on long-term unemployment, 15% weight on declining industries, 35% weight on labor force

WIOA Dislocated Worker Planning Estimates by LWDA as of December 31, 2024

Rapid Response Allocation

WIOA Rapid Response Funds by LWDA

Local Workforce Development Area	PY 25 Distribution
North Eastern Arizona (Apache/Navajo/Gila)	\$196,032
South Eastern Arizona(Cochise/Greenlee/Graham)	\$196,032
Coconino County	\$196,032
Maricopa County	\$196,032
Mohave/La Paz	\$196,032
Navajo Nation	\$196,032
City of Phoenix	\$196,032
Pima County	\$196,032
Pinal County	\$196,032
Santa Cruz County	\$196,032
Arizona Tribal Workforce	\$196,032
Yavapai County	\$196,032
Yuma County	\$196,032
State Rapid Response Allocation (60%)	\$3,822,627
Total Rapid Response Funds	\$6,371,045

Total PY 25 Allocation

WIOA Total Planning Estimates by LWDA

Local Workforce Development Area	PY 24 Allocation	PY 25 Allocation	Over-the-Year Change	Over-the-Year Percent Change
North Eastern Arizona (Apache/Navajo/Gila)	\$878,628	\$776,387	-\$102,241	-11.6%
South Eastern Arizona (Cochise/Graham/Greene)	\$1,468,251	\$1,252,342	-\$215,909	-14.7%
Cocconino County	\$969,407	\$864,304	-\$105,103	-10.8%
Maricopa County	\$13,009,962	\$12,241,602	-\$768,360	-5.9%
Mohave/LaPaz	\$1,683,881	\$1,471,037	-\$212,843	-12.7%
Navajo Nation	\$2,493,760	\$2,176,937	-\$316,823	-12.8%
City of Phoenix	\$9,507,328	\$8,316,730	-\$1,190,588	-12.5%
Pima County	\$6,936,683	\$6,024,042	-\$912,643	-13.2%
Pinal County	\$2,327,918	\$2,123,089	-\$204,830	-8.8%
Santa Cruz County	\$1,031,658	\$837,957	-\$193,697	-18.8%
Arizona Tribal Workforce	\$3,459,068	\$3,044,459	-\$414,609	-12.0%
Yavapai County	\$1,213,144	\$1,136,896	-\$76,248	-6.3%
Yuma County	\$9,590,028	\$9,064,719	-\$525,309	-5.5%
Total Distribution to Local Areas	\$54,884,003	\$49,550,291	-\$5,333,712	-9.7%
Total Funds	\$72,897,578	\$69,789,807	-\$3,107,771	-4.3%

PY 25 Planning Estimates based on WIOA FY25 Budget, December 2024

Questions?



Consent Agenda

FY 26 Meeting Schedule

FY26 Board/Committee/Work Group Meeting Schedule

Month (# of meetings)	MCWDB Full Board	Executive Committee	Youth Committee	Employer Connection Work Group	Regional Workforce Initiatives Work Group
July - 0	Begin New Fiscal Year-No Meetings				
August - 2	8/21	8/7			
September - 3		9/18	9/11		9/4
October - 2	10/16			10/2	
November - 3		11/20	11/6		11/13
December - 2	12/11			12/4	
January - 3		1/15	1/8		1/22
February - 3	2/19			2/5	
March - 3		3/19	3/5		3/12
April - 3	4/16			4/2	
May - 2		5/14	5/7		
June - 1	6/4				



NOTICE OF MEETINGS FOR 2025-2026

**MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD, MCWDB EXECUTIVE COMMITTEE,
MCWDB YOUTH COMMITTEE, AND AD-HOC COMMITTEES**

(Prepared in compliance with A.R.S. §38-431.02)

The Maricopa County Workforce Development Board and/or the above-referenced Committees may vote to recess into an executive session for the purpose of obtaining legal advice from the Board’s attorney on any matter listed on an agenda pursuant to ARS §38-431.03(A)(3), or for any other matter authorized under ARS §38-431.03, which has been specifically listed on the meeting agenda identifying the statutory basis for executive session consideration.

NOTICE IS HEREBY GIVEN to the General Public that the Maricopa County Workforce Development Board, and/or the above referenced Committees, will hold meetings open to the public as follows:

DAY	DATE	TIME	TYPE
NO MEETING	July 2025	-----	Committee Meetings
NO MEETING	July 2025	-----	Full Meeting
Thursday	August 7, 2025	9:30 a.m.	Executive Committee
Thursday	August 21, 2025	9:30 a.m.	Full Board
Thursday	September 4, 2025	9:30 a.m.	Regional Workforce Initiatives Committee
Thursday	September 11, 2025	9:30 a.m.	Youth Committee
Thursday	September 18, 2025	9:30 a.m.	Executive Committee
Thursday	October 2, 2025	9:30 a.m.	Employer Connection Committee
Thursday	October 16, 2025	9:30 a.m.	Full Board
Thursday	November 6, 2025	9:30 a.m.	Youth Committee
Thursday	November 13, 2025	9:30 a.m.	Regional Workforce Initiatives Committee
Thursday	November 20, 2025	9:30 a.m.	Executive Committee
Thursday	December 4, 2025	9:30 a.m.	Employer Connection Committee
Thursday	December 11, 2025	9:30 a.m.	Full Board
Thursday	January 8, 2026	9:30 a.m.	Youth Committee
Thursday	January 15, 2026	9:30 a.m.	Executive Committee
Thursday	January 22, 2026	9:30 a.m.	Regional Workforce Initiatives Committee
Thursday	February 5, 2026	9:30 a.m.	Employer Connection Committee
Thursday	February 19, 2026	9:30 a.m.	Full Board
Thursday	March 5, 2026	9:30 a.m.	Youth Committee
Thursday	March 12, 2026	9:30 a.m.	Regional Workforce Initiatives Committee
Thursday	March 19, 2026	9:30 a.m.	Executive Committee
Thursday	April 2, 2026	9:30 a.m.	Employer Connection Committee
Thursday	April 16, 2026	9:30 a.m.	Full Board
Thursday	May 7, 2026	9:30 a.m.	Youth Committee
Thursday	May 14, 2026	9:30 a.m.	Executive Committee
Thursday	June 4, 2026	9:30 a.m.	Full Board

LOCATIONS: Meeting locations may vary. Meeting locations will be identified on meeting agendas (remote participation is available).

NOTE: Agendas are available at least 24 hours prior to each of the above-scheduled meetings at the following website: <https://arizonaatwork.com/locations/maricopa-county/local-board/meetings> or at 301 W. Jefferson Street, 1st Floor, Phoenix, Arizona, Monday through Friday, between the hours of 8:00 a.m. to 5:00 p.m.

The Maricopa County Workforce Development Board, and/or the above-referenced Committees may cancel regularly scheduled meetings for any reason. Canceled meetings will be noted at the following website: <https://arizonaatwork.com/locations/maricopa-county/local-board/meetings>

The Maricopa County Workforce Development Board, and/or the above-referenced Committees may call special meetings based on the needs of the board. Special meetings will be noted at the following website: <https://arizonaatwork.com/locations/maricopa-county/local-board/meetings>. Special meetings are also subject to Open Meeting Laws.

Approved:
Amendments:

Executive Sessions are always preceded by an open meeting as per A.R.S. §38-431.03 and are held in compliance with one or more of the following statute(s).

A.R.S. §38-431.03.1 - Personnel matters

A.R.S. §38-431.03.2 - Records exempt by law from public inspection

A.R.S. §38-431.03.3 - Legal advice

A.R.S. §38-431.03.4 - Litigation; contract negotiations; settlement discussions

A.R.S. §38-431.03.5 - Personnel matters dealing with employee organizations

A.R.S. §38-431.03.6 - International and interstate negotiations

A.R.S. §38-431.03.7 - Purchase sale or lease of real property

CC: Board Members
Committee Members



Consent Agenda

Training Service Policy



Training Service Limits Policy

Updated Individual Training Account (ITA) Limits

Effective 7/01/2025


The *Training Service Limits Policy* has been updated to reflect that the Individual Training Account (ITA) limit for Adults and Dislocated Workers has been changed from \$6,000 to \$4,000. The ITA limit for Youth has remained unchanged.

No other updates have been made since last revision.

Rationale:

- The budget for the next program year has been reduced
- Limiting the ITA amount will allow Maricopa County to maintain service to the same number of participants that it is currently serving

The updated policy can be found on the following pages.

 MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD	SECTION/REFERENCE WIOA Final Rule 680.300-310 DES SECTION 500 Training Services	POLICY NUMBER WDB 20-03
	ORIGINAL ISSUE DATE December 2020	REVISION DATE July 2025
	AUTHORIZED BY: Maricopa County Workforce Development Board	
SUBJECT: Training Service Limits		

Purpose: To establish funding limits for Individual Training Accounts for Adult, Dislocated Worker, and Youth Programs. This policy is in effect until revised and applies for the current and all future Program Years.

Responsibility of: Title I-B Service Provider Staff (Career Advisors, Workforce Development Coordinators, Program Supervisors, Program Managers)

Definition: Occupational Skills Training (OST) is an organized program of study providing specific vocational skills leading to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels.

Description: Individual Training Accounts (ITAs) are created for Priority of Service Adults, Dislocated Workers and Youth approved for occupational training services provided by an eligible training provider from the state’s Eligible Training Provider List (ETPL). The ITA is a payment agreement established on behalf of a participant with a training provider to purchase training services. The ITA identifies the training provider selected by the participant in consultation with the Career Advisor (CA), the training program, start and end dates, cost of training, grants/scholarships applied to the cost of training, and total WIOA funds obligated for the training. Individuals may be attending school when they become a WIOA Title IB participant; however, reimbursement of training costs is not allowed for payments made prior to WIOA Title I-B program participation.

ITA limits may vary for Adults, Dislocated Workers and Youth based on the actual costs listed on the ETPL for the selected training. THE ARIZONA@WORK-Maricopa County Workforce Development Board has identified targeted industry sectors in its workforce plan which include:

- | | |
|----------------------------------|--------------------------------|
| Construction | Information Technology |
| Finance and Insurance | Manufacturing |
| Healthcare and Social Assistance | Transportation and Warehousing |

ARIZONA@WORK – Maricopa County has established an ITA limit of \$4,000 for Adults and Dislocated Workers and \$6,000.00 for Youth for training related to one of the six identified industry sectors above.

ARIZONA@WORK – Maricopa County prioritizes available funding for training budgets to training programs that support the targeted industries and occupations identified by the Local Workforce Development Board, as determined on a bi-annual basis.

ARIZONA@WORK – Maricopa County prioritizes available funding for training budgets bi-annually to training programs that support the targeted industries and occupations identified by the Local Workforce Development Board.

Equal Opportunity Employer/Program
Auxiliary aids and services are available upon request to individuals with disabilities

Training outside of these industry sectors will not be funded, except in the case of participants enrolled in the Smart Justice program.

Policy Management

Administrative revisions to the policy which are consistent with local, state, and federal laws, may be made by the Maricopa County Workforce Development Board Executive Director, with notice to the MCWDB Board's Executive Committee. All other substantive revisions will go to the MCWDB's Executive Committee for review and recommendation to the full MCWDB for approval.



Consent Agenda

3rd Quarter Service Provider Report

April 2025

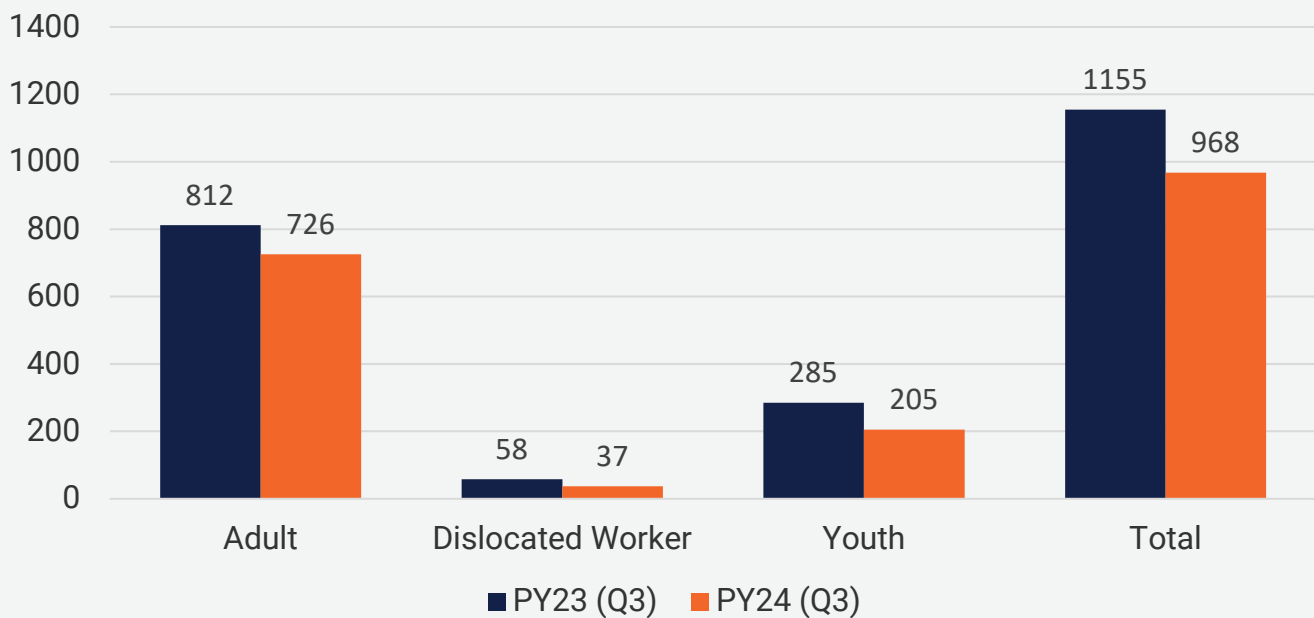
Quarter 3 Report PY24

Maricopa County
Human Services Department
Workforce Development Division

Overall Enrollments

In Q3 of PY24, we saw an overall reduction in enrollments consistent with availability of funding. All client groups had a decrease of enrollments compared to the same quarter last year. The Workforce Development Division (WDD) has continued to review staffing levels, operational costs, and allowable expenditures to make sure we're maintaining appropriate levels of service and fiscal responsibility.

Enrolled Participants



Comprehensive Center Traffic

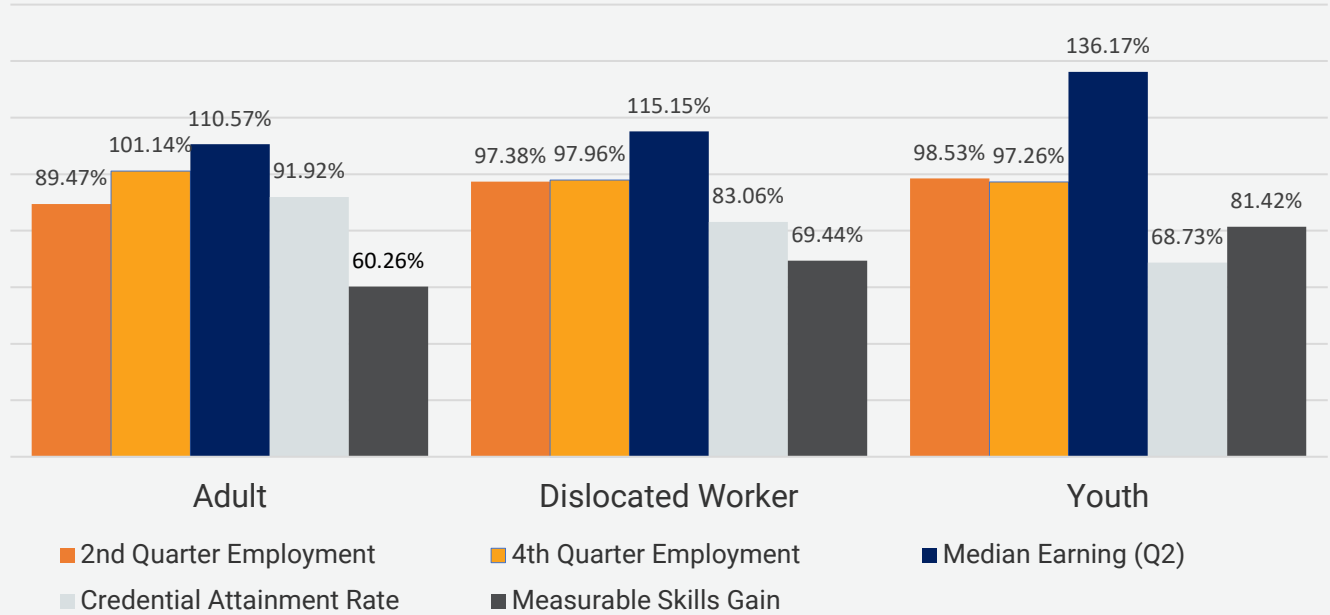
In Q3 of PY24, the West Valley Outpaced the East Valley Center in Traffic which has been the historical norm. Both the WVCC and the EVC are operating expanded service hours, with both centers now open 8am – 7pm, Monday through Thursday. In Q3 we did see an increase in traffic from the previous quarter which is encouraging.

West Valley – 3,208 Job Seekers (2,753 Last Quarter)

East Valley – 1,738 Job Seekers (1,403 Last Quarter)

WIOA Performance

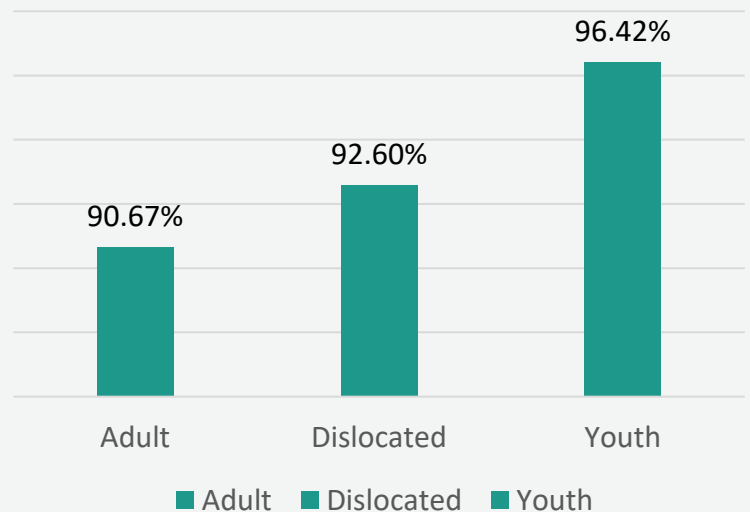
WIOA Performance Measures



In the third quarter of PY24, we're within acceptable performance scores for this time of the year. Many of these performance measures are cumulative and will naturally increase as enrolled participants move through the program and begin demonstrating outcomes. Compared to Q3 in PY23, we're further along in some metrics, and very close to being the same in others. We will continue to focus on delivering services that directly lead to positive outcomes.

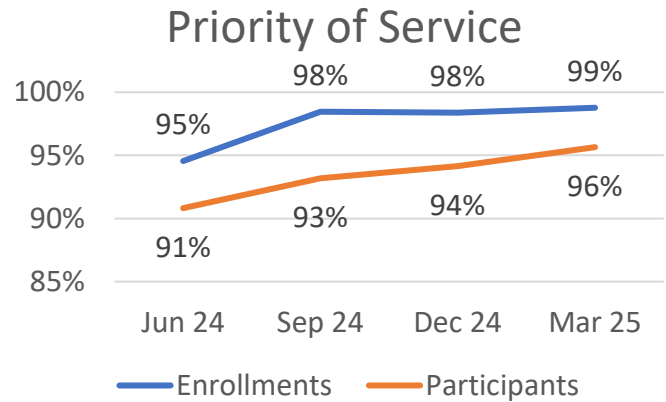
Overall Scoring: The overall scores for the three core programs are an average of the scores from the five performance measures displayed above. As the individual metrics increase, so will our overall scores. Maricopa County is on pace to once again meet/exceed these expectations by the end of the program year.

Overall Scores



Priority Population Summary

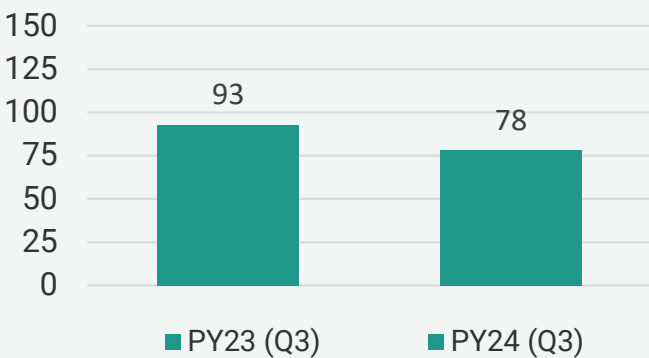
Priority of Service was implemented to ensure those most in need were receiving assistance. This approach has been instrumental in navigating the decrease in budget from PY23 to PY24. For a LWA to be as diverse and populous as ours, this is a huge accomplishment and a true testament to the work being done by our Title 1B frontline staff.



Work Experience

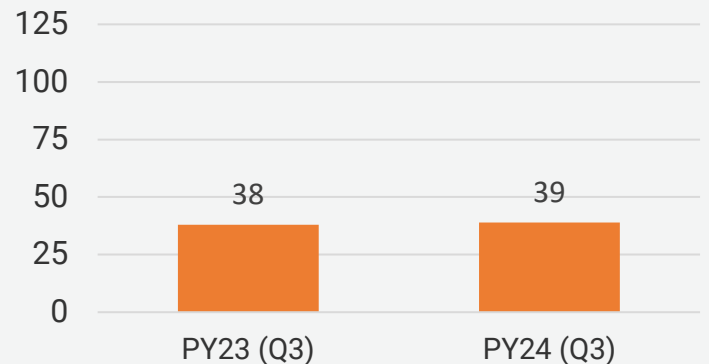
A Work Experience (WEX) is a planned, structured learning experience that takes place in a workplace for a limited time. Work Experiences may be paid or unpaid, as appropriate, and consistent with other laws, such as the Fair Labor Standards Act. A Work Experience provides participants with opportunities for skill development and includes academic and occupational education. The employer provides supervision and training to the participant as outlined in a Worksite Agreement. Work Experience wages are funded through the WIOA grant.

Youth Program



The Youth WEX program experienced a decline in participation compared to the prior year. There has been a very intentional effort by our team to identify youth participants who could benefit from a WEX opportunity and get them engaged.

Smart Justice



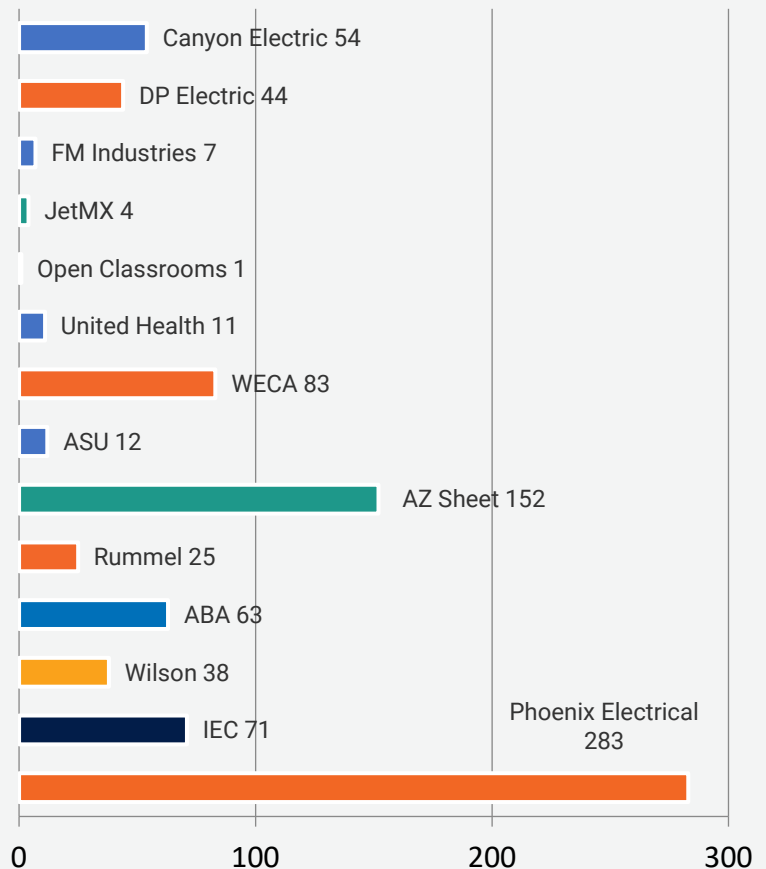
In Q3 of PY24, there were nearly the same number of Smart Justice participants engaged in a WEX opportunity than the year prior. This program continues to be a model of consistency and amazing outcomes.

Apprenticeship

After reconciling all potential apprentices enrolled, there were 192 new active apprentices in Q3 of PY24. Apprentices are funded through a combination of ARPA and WIOA funds, this has allowed us to support apprentices at an unprecedented level. As construction continues to be the largest industry supported by apprenticeships, we're also receiving more and more interest in apprenticeships in Healthcare and Advanced Manufacturing. We look forward to supporting additional programs in the future. As funding levels continue to decrease, we will use all available information to make informed decisions and plans on how to allocate future funding.

Apprenticeship Participation Breakdown

We are currently working with 16 apprenticeship programs and have active participation in 14 of them. We have apprenticeship programs still in development that we will support their first cohorts in PY24. Construction remains the most funded industry across apprenticeships.

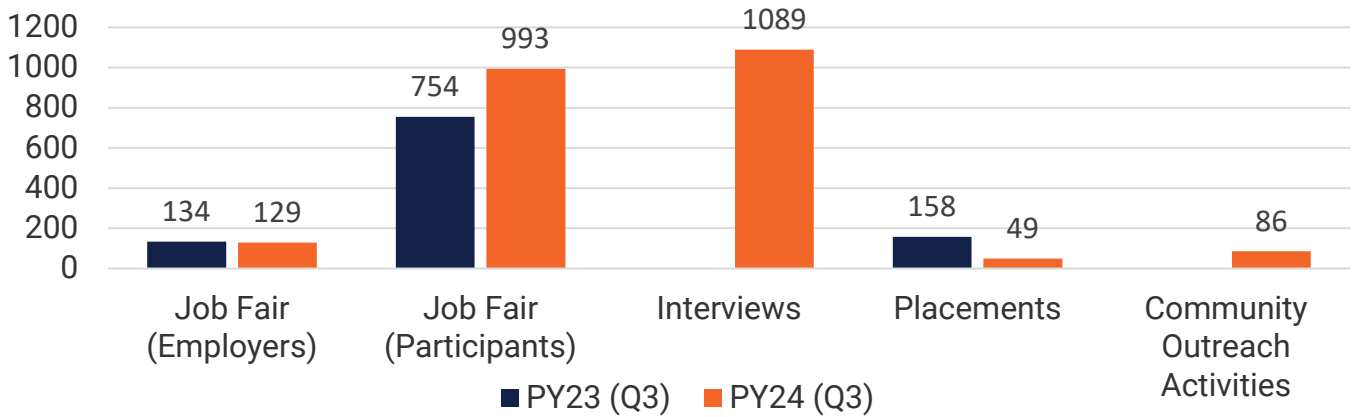


New Apprenticeship Partners

As is the objective of the MCWDB, we continue to support and explore new Registered Apprenticeship Programs coming to the Valley. As of the end of Q3, there are no immediate new partnerships on the horizon. We receive communications from the State Apprenticeship Office of newly registered programs in our service area, however, all partnerships shared in Q3 were in non-demand industries, not currently supported.

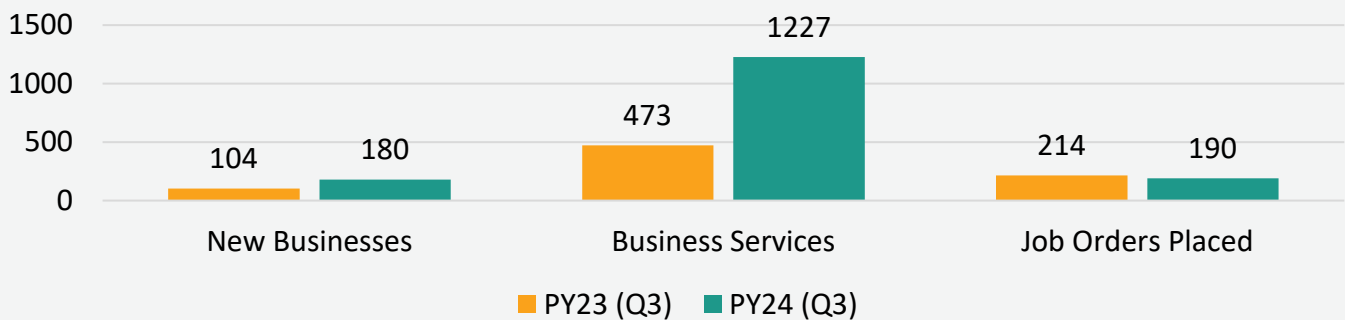
Business and Community Services

Workforce Development Coordinators



The Workforce Development Coordinators (WDC's) continue to work closely with the local municipalities in whom we share an agreement with. The WDC's are tasked with providing all services offered at the two main career centers in Glendale and Mesa.

Business Service Representatives (Cumulative)



The Business Service Representatives serve as the face of services available to local businesses on behalf of the program. Staff are committed to connecting employers with highly trained and talented job seekers throughout our communities. There have been increases in all major Key Performance Indicators amongst our BSR team. Staff are tracking follow up services and providing the information to the employers for enhanced engagement.

Program Highlights

Youth Program

During the third quarter, the Youth Program remained highly active, facilitating 87 Meet & Greets and enrolling 39 new youth participants. The Youth team collaborated with 222 individuals to authorize 396 new services, including five WEX placement referrals and 28 supportive services. Additionally, the team maintained a strong focus on Occupational Skills Training (OST), advising and approving 29 training authorizations in key industry sectors such as Transportation, Health Care, Construction, and Information Technology.

Throughout the third quarter, Maricopa County's Youth Program Supervisors played an active role in multiple initiatives, including contributing to the APSA Training Expo panel. The team also forged a new partnership with the Arizona Autism Academy, creating work experience opportunities for young participants. Additionally, collaboration began on integrating Junior Achievement's Inspire platform, and support was extended to three Mesa public school Career and Technical Education (CTE) programs. The team actively participated in the Jobs for Arizona Graduates (JAG) Conference and continued working with the Greater Phoenix Urban League (GPUL) to implement Maricopa County's summer job program. Lastly, the Youth Team is thrilled to announce the launch of the Youth Passport to Employment Program, allowing participants to attend a series of workshops to earn a Career Readiness Certificate.

Beyond these initiatives, the Youth Program remained deeply engaged with the community through visits and presentations at various schools and partner organizations. These included Phoenix Masonry School, GALP–Gilbert Adult Learning Program, Homeless Services, Phoenix Day School for the Deaf and Blind, Southwest Network, the Community College and Trade School Expo, the CTE Open House at MCC, the JAG Career Development Conference, Chandler Unified School District's Build 4 Tomorrow Expo, Thrive AZ, Employment & Work Readiness initiatives, the Mesa HS Resource Fair, Marcos De Niza, the City of Queen Creek, the City of Tempe's College Connect program, and several high schools, including Red Mountain, Student Choice, Mountain View, Westwood, and Gilbert High School.

Adult/Dislocated Worker Program

During the third quarter, 463 adult participants engaged in the WDD orientation in pursuit of workforce-related activities. The AD/DW program successfully conducted 399 Meet and Greet appointments and received approval for 201 Adult/Dislocated individualized enrollments. Efforts remained focused on serving high-priority demographics, including veterans, eligible spouses of veterans, low-income individuals, and those with basic skills deficiencies. Additionally, 172 clients commenced occupational skills training, and 1,325 new services were implemented for incoming participants.

Program Highlights (continued)

Adult/Dislocated Worker Program (continued)

This quarter also marked the launch of the CDL Module, which began on January 1, 2025. This initiative allowed participants to complete the orientation process while simultaneously gaining insights into the CDL industry, including its requirements and expectations. A total of 130 participants successfully completed the module.

Furthermore, the AD/DW team actively engaged in various outreach events throughout the community. Career Advisors presented the WIOA program and its services to organizations such as the Glendale System of Care Center and Hope Women's Center. Staff were also invited to the Maricopa County Veterans StandDown event, where they provided information to assist veterans in accessing training resources and supportive services. Additionally, Workforce Development team members participated in job fairs at multiple locations across Maricopa County, further expanding employment opportunities for the community.

Smart Justice Program

During the third quarter, Smart Justice provided 1,236 client services, including 448 for participants in the WIOA Program for individualized career support. Additionally, 788 services were delivered in the community through partner locations, both in-person and virtually. Smart Justice completed Cohort 4 of the MCSO M.A.S.H. partnership, with two individuals completing the Workforce Readiness Program. Notable achievements this quarter included the Smart Justice presentation on "Recidivism, Desistance, and Workforce Development" at the APSA 2025 Training Expo. During the presentation, we explored how workforce development initiatives can drive positive change for justice-involved individuals and support their desistance journey. Additionally, we collaborated on the NACo submission for MCSO's M.A.S.H. and ARIZONA@WORK Maricopa County Smart Justice Workforce Readiness Program, further highlighting our impactful partnerships and innovative efforts.

Business Services

The Workforce Development Coordinators and Business Services Representatives (BSRs) work closely with Employment Services staff from the state and other local workforce areas to coordinate and deliver services to employers as part of the ARIZONA@WORK network. Among the services provided, BSRs assist employers with registering and posting job openings in Arizona Job Connection (AJC) -the state's web-based job-matching and management information system, hosting job fairs, and supporting reverse hiring events for employees affected by a reduction in force.

Program Highlights (continued)

Business Services (continued)

During PY24 Quarter 3, the BSRs introduced 180 new employers to our services and checked in with 880 existing employers to offer services including job postings, job referrals, and hiring events. The BSRs supported 15 separate hiring events around the Valley, with 207 employers tabling at the events. They conducted 4 community Labor Market Information presentations and provided regional labor market information to staff for use with their participants.

Here are a few of the comments received from employers attending our hiring events:

- “The quality of candidates was fantastic.”
- “Thank you again for including me in the event; I am truly grateful for our partnership!”
- “Yesterday's job fair was a Great Success! The amount of attendees was phenomenal with a diversity of all ages and interest in career paths.”
- “Great event thank you for including us we would love to come to another one once you have decided if you’re having another event. I have about 4/5 candidates to contact and follow up with them regarding open positions and their qualifications.”
- “This has been an amazing event with lots of individuals looking for jobs great outcome!”
- “Great people, community atmosphere.”
- “Great turnout please invite me again.”
- "Tons of traffic, amazing set up, hosts were very supportive, 11 interviews scheduled next week."
- "Very Busy, lots of event traffic, very well-organized event!"
- “Carter and Erika always crush it, people came to meet with me from all over the valley, tons of job seeker engagement, Carter and Erika, how do you get this many job seekers at your events?”
- " Thank you for an amazing event yesterday, Carter and Erika. I will be the first in line to register for your event in May. Your event was the best!"
- "There were some very strong candidates at this job fair, some of which said they came for P&G specifically. Good turnout, very busy overall—means good advertising!"
- "Great event & professional/well-prepared job seekers. Job well done!"

Program Highlights (continued)

Community Partnerships

The Community Partnerships team began recruitment for the eight cohorts of Workforce 2 You certification training this quarter.

Service Areas:

- Wickenburg
- Gila Bend
- Queen Creek
- Surrounding Areas

Training Programs:

- Home Health Aide- Wickenburg, Gila Bend and Queen Creek
- Electronic Health Records Management- Wickenburg, Gila Bend and Queen Creek
- Manufacturing Technician- Queen Creek only
- English as a Second Language (ESL)- Gila Bend only

All occupational skills trainings will be in-person, run concurrently and begin on June 3, 2025. ESL begins Saturday, April 19, 2025.

Flyers with detailed information about each program, and for each location have been created. The flyers contain a link that goes directly to a landing page for that program and a sheet to provide contact information for those interested.

Recruitment consists of in-person visits to healthcare employers, manufacturing employers, schools and community organizations (like food banks and social assistance groups), providing flyers. Municipality and government partners have also received the flyers and have supported us with social media campaigns. Between the three locations, almost 200 outreach contacts have been made.

As of this writing, the ESL cohort in Gila Bend is full at fifteen students and six people on the waiting list. The class is three hours every Saturday for ten weeks. The Workforce Development Coordinator and the Business Services team will work with class participants to either attend one of the two healthcare trainings and graduate with job placement, or employment outside of the credential. Employment is the goal for these participants.

The additional seven cohorts, starting on June 3, we have had a few participants enrolled so far, with about fifteen people at some point in the enrollment process.

We are creating graphics for a texting campaign to people in and around the W2Y locations, which will occur in Quarter 4.

Program Highlights (continued)

Community Partnerships (continued)

An apprenticeship fair will be held, in collaboration with the City of Surprise and our Workforce Development Board staff, on April 30, National Apprenticeship Day. Planning for the event occurred in this quarter. Fifteen registered and employer-led apprenticeship programs will participate. Construction trades apprenticeships, including electric, boilermakers, builders, contracting, mechanical and elevator will host tables. Also participating are Arizona Department of Education and Arizona Public Service. Among the intensive outreach to promote the fair, we've engaged in the targeted recruitment of high schools. The event will be held at the Surprise Regional Library from 1:30 pm – 4:00 pm.

The Training Team developed relationships with the Career and Technical Education (CTE) Career Coaches at both Red Mountain and Mountain View high schools. We provided two days of training at each school, covering Resume classroom and hands-on lab, where students walk away with their complete resume. A total of 54 Junior students participated in the trainings as preparation for entering their CTE programs next year as Seniors.

The Training Team, along with the Youth Team and other staff, received training on how best to work with people who are neurodivergent from people who work with this population at the Autism Charter School. Our trainers then brought the information back to our Workforce Development Division staff, training 59 staff, providing insight and resources to better serve our clients who are neurodivergent.

Success Story

Smart Justice Success Story

Participant Name: Mozell Parker

Month/Year: 1/2025

Career Advisor: Janice Guevara

When Mozell arrived at ARIZONA@WORK Maricopa County Smart Justice in January 2024, he was determined to rebuild his life after incarceration. Seeking employment, he had already begun his job search but faced repeated rejections. *“I felt like I was being looked down on because of my background.”* With the recommendation of fellow inmates, he decided to enroll in Smart Justice, hopeful that it would provide the support he needed.

From the outset, Mozell demonstrated a strong commitment to his future. He completed the necessary steps quickly and had a clear career goal—to become an electrician. *“I felt the process was easy enough to get through. It still took time, but I was determined. I had the drive to change my life.”* One of his biggest challenges wasn’t the coursework or the training—it was ensuring he maintained a positive environment. *“I cut out the negative people right before starting school.”*

On February 27, 2024, Mozell officially started his training program, and shortly after, he secured employment. Balancing work and school required significant effort, especially as he relied on public transportation and managed long days in extreme heat. *“It was tough. I traveled on the bus, and the heat was bad. I had to go to school, then go to work—but my family was very proud of me, and that kept me going.”* By November 2024, he successfully completed his training. To further support his transition into the workforce, Smart Justice provided him with essential tools, clothing, and work boots.

Reflecting on his journey, Mozell shared that his new career has brought him financial stability beyond anything he had previously experienced. *“I am making more than I have ever made in my life!”* The services and structure provided through Smart Justice helped him remain accountable and focused on his goals. *“It’s been amazing getting help. Everything has been great, and the support I received was incredible.”*

Throughout his time in the program, Career Advisors Janice and Jessica remained actively engaged, providing guidance whenever needed. Their regular check-ins reinforced his progress, ensuring he stayed on track both academically and with parole requirements. *“Whenever I needed help, they were there.”* His story is a testament to the transformative impact of workforce development and the possibilities that come with determination and the right support system.



Maricopa County
Human Services Department
Workforce Development Division
Maricopa.gov/WDD



Consent Agenda

FY 25 MCWDB 3rd Quarter Report



**MARICOPA
COUNTY**

**MCWDB
FY25
QUARTERLY REPORT**

**PY 2024 - 2025
3rd Quarter | January-March 2025**

ARIZONA @ WORK™
MARICOPA COUNTY
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Actions on MCWDB Required Roles

Strategic Functions

- 01 Monthly MCWDB budget financial reviews with the MCWDB Fiscal Agent to ensure open communication and proper management of MCWDB funds.
- 02 Continued collaboration with regional partners, including monthly meetings with the City of Phoenix and Pinal County, the creation of the Regional Workforce Initiatives Committee, and the Central Arizona Workforce Forum Series. The January session was well attended by 127 attendees. The final planning for session #3, scheduled for May 2025 is underway, focusing on “Aligning economic development, education, and workforce development: Scalable Strategies Across Phoenix, Maricopa County, and Pinal County”.
- 03 Continued 6-month review and oversight of Memorandum of Understanding - Infrastructure Funding Agreement.
- 04 Continued work with the MCWDB Board and partners to identify areas of improvement for employers and job seekers, as identified in the 2024 Local Plan and planning for the 2025 Strategic Plan.
- 05 Continued collaboration and community partnership including engaging with TSMC for recruiting support for technician positions at the North Phoenix Facility.
- 06 Continued collaboration with all workforce development local area stakeholders to ensure compliance.

System Capacity Building



- 01 Regular engagement with community stakeholders and key partners to actualize the Board's vision of creating a best-in-class workforce system.
- 02 Engagement with the National Association for Workforce Boards by attending their 2025 Forum to identify best practices and trends for areas of improvement.
- 03 Ongoing efforts to solicit and refer potential Board member candidates to the Board of Supervisors Liaison based on vacancies and needs of the MCWDB.

MCWDB Goals

- 1 **Optimize a Culture of Collaboration Amongst Core Partners**
- 2 **Expand the Role of MCWDB in Local Education Ecosystem**
- 3 **Expand the Role of MCWDB in Regional Economic Development**
- 4 **Maximize the Scope of Services Available by Title Partners**
- 5 **Strengthen Regional Collaboration Amongst Local Workforce Areas**
- 6 **Increase Participation of Individuals & Business Served**
- 7 **Position the MCWDB as Forward-Thinking Strategic Leader**
- 8 **Create System-Wide Standards to Improve Scope & Quality of Services**

Summary of Progress on Goals

During the 3rd Quarter (January - March), the Maricopa County Workforce Development Board (MCWDB) continued to clarify progress toward goals and closely monitor requirements to ensure compliance with the Workforce Innovation and Opportunity Act (WIOA) and the Department of Labor. The MCWDB, in partnership with the Chief Elected Official's Liaison and the State of Arizona, has been successfully establishing procedures and timelines to ensure full compliance with WIOA and provide the best value-added services to the constituents of Maricopa County. During this quarter, the following highlights were completed:

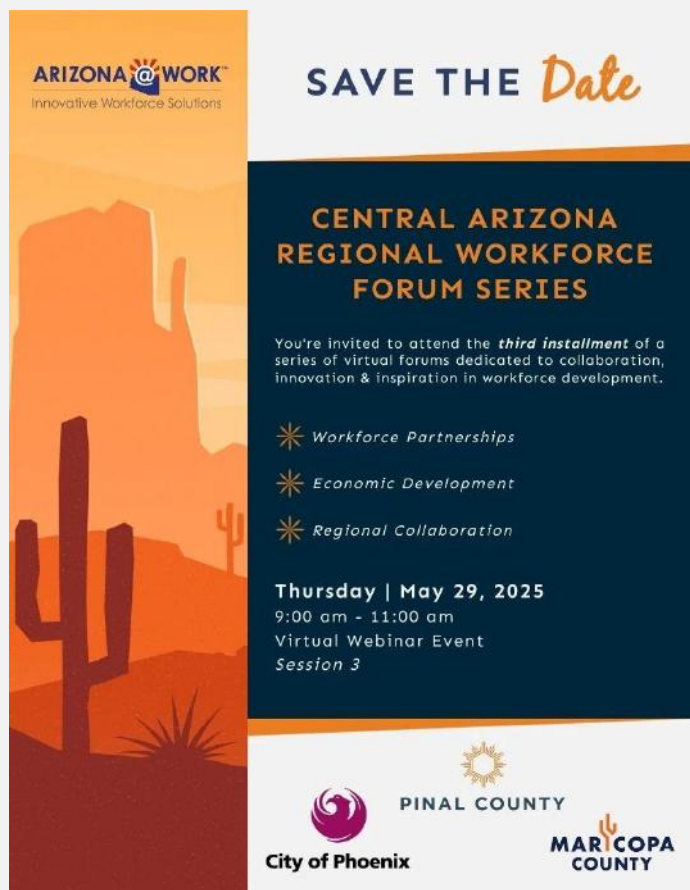
1. Welcomed three new MCWDB members; one each in the in-demand industries of Finance & Insurance, Advanced Manufacturing, and Transportation & Warehousing.
2. MCWDB staff completed the work on the 2025 Recertification for the Board, with Executive Committee Approval on 1/23/25, Full Board approval on 2/20/25, and Board of Supervisors approval on 3/26/25. The 2025 Recertification will be approved by Workforce Arizona Council in Q4.
3. Began planning monitoring site visits and continued eligibility for the Eligible Training Providers List (ETPL) program.
4. MCWDB staff have continued making progress on social media, with updated social icons, banners, and improved metrics, with a total following of:
 - 2,283 LinkedIn
 - 308 Facebook
 - 871 Instagram
5. MCWDB continues to attend workforce training and events, including NAWB, from March 28 - April 1st, 2024.
6. MCWDB staff are continuing to organize and host the Central Arizona Regional Workforce Forum Series in January and May 2025, in collaboration with the City of Phoenix and Pinal County.
7. Initial planning for the first ever Central Arizona Regional Workforce Board Retreat. Plans include assembling the Executive Teams from each of the three areas to strategize innovative approaches to regional workforce development issues.

Anticipated Activities

This program year, the MCWDB, with support from their staff, will focus on carrying out the goals and strategies within the 2024 Local Plan, continue measuring the outcome and performance of the local area to ensure resources are being maximized, pursuing regional and collaborative opportunities, and identifying innovative ideas in workforce development. All while ensuring compliance of the WIOA and the 13 required functions of the MCWDB.

MCWDB Activities include, but are not limited to:

- 2025 Strategic Planning Kickoff
- Board Training & Engagement
- Continued Policy Review as Needed
- Central Arizona Workforce Forum Series #2 & #3
- Regional Collaborative Opportunities
- Innovation in Workforce Development
- In-Demand Industry Focus



▶ System Alignment Effective Operations

Continued meetings with Board of Supervisors' Liaison, Administrative Entity, and Career Service provider to ensure system and program oversight, alignment, and open and transparent communication.

▶ One-Stop Operator Quarterly Progress

Continues to provide daily assistance for clients at the Maricopa County ARIZONA@WORK career centers and hold regular monthly meetings for one-stop partners and Leaderships. The OSO is in process of creating an action plan for improvement for collaboration with Title I and Title III partners.

▶ MCWDB Compliance & Policy Updates

The Compliance Policy Manager attended the annual Equal Opportunity Officer Training, which emphasized assistive technology and limited English proficiency—key areas for upcoming spring monitoring. The One-Stop Operator received a satisfactory Q2 assessment, leading to a one-year contract extension through December 2026, marking the final allowable renewal under WIOA.

Compliance documents reviewed and approved by the Full Board in quarter III:

- 2025 Recertification Packet
- OSO Q2 Assessment

Policies and documents to be reviewed in the upcoming quarter:

- MCWDB Bylaws
- MOU/IFA
- Discrimination Complaint Policy
- Monitoring & Oversight Policy

Compliance documents and policies will continue to be reviewed regularly, as part of the MCWDB's best-in-class practices.

2025 National Association of Workforce Boards (NAWB)



“ Great experience as always, it was great networking with my fellow board members and staff. ”

_____ *Shawn Hutchinson* _____

“ I really enjoyed the opportunity to be together with the Maricopa team and it was also nice to see there were a lot of representatives from the other Arizona workforce boards. ”

_____ *Tim Willenberg* _____

“ My three takeaways were one, really, really affirmed that in our strategic planning right now, it feels like a lot of the message around convening is bubbling up as a strategic priority. The other essence that I kind of took away was, as probably the case in all of our everyday business lives, do more with less and then more tactically, I definitely heard a lot around the movement towards, you know, trying to be a productive movement towards skill-based hiring versus, you know, having degree-seeking hiring and things like that. And so, I personally took that as a charge of how we do the work that I'm doing daily or even as this board and the convening that we do, how do we help others move toward that. ”

_____ *Anne Landers* _____

“ I'd like to acknowledge the award that the board and the county received. And I think my takeaway from each time I've gone, but especially this year is validating the Maricopa staff's incredible work and this board. It validates a lot of the efforts that are happening in Maricopa County. I actually feel like we're on the front lines of what we're doing and a front runner in what we're doing and never feel like we're behind or not meeting the call of action that we need to for the community. ”

_____ *Konrad Robichaud* _____



Maricopa County
Workforce Development Board
301 W. Jefferson St., 9th Floor, Phoenix, AZ 85003
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MCWDB Success Story

Participant Name: Carrolyn D.

Month/Year: April 2025

Career Advisor: Cindy Kulas

After uprooting her family from Alaska to Arizona, Carrolyn arrived with hope for a better future, believing her husband's new job would provide stability. But life had other plans—the job fell through, leaving them struggling for months without income. Forced to rely on borrowed money from family to get by, they did everything they could to stay afloat. Eventually, her husband found employment again, but now they faced the challenge of repaying their debts while trying to rebuild their lives.

Despite the financial uncertainty, Carrolyn refused to let her dreams slip away. She had always aspired to become a registered nurse, and she knew that the first step was earning her Certified Nursing Assistant (CNA) and Licensed Nursing Assistant (LNA) certifications. Though she initially considered postponing her training until her family's financial situation stabilized, she chose to push forward with the WIOA program, seeking funding for her education. She decided to put her own employment on hold, dedicating herself entirely to her training.

With guidance and support, Carrolyn navigated the application process with impressive speed, enrolling in the training program just two months after starting her journey with WIOA. She immersed herself in her studies, determined to succeed. Her hard work paid off when, just ten days after completing her program, she passed the State exams and officially earned her CNA and LNA licenses.

The transformation was swift and remarkable. In an email filled with gratitude, Carrolyn shared her excitement about receiving her CNA license. Not only had she taken a crucial step toward her goal of becoming an RN, but she had also secured a position with Banner Health at their Estrella location as a Patient Care Assistant/LNA. While she knew the position was entry level, she was eager to prove herself, determined to climb the ranks and take full advantage of the hospital's benefits.

For Carrolyn, this was more than just a certification—it was a turning point. The WIOA program had given her the opportunity to reshape her future, and she was deeply appreciative of the support that made it possible. With unwavering determination and a heart full of gratitude, she was ready to take on the next challenge, step by step, toward her dream of becoming a registered nurse.



Information/Discussion/Possible Action

PY Dislocated Worker to
PY Adult Funds Transfer



PY23

WIOA

**Dislocated Worker to Adult
Transfer**

In accordance with [WIOA Section 133\(b\)\(4\)](#), the State’s WIOA Title I-B Fiscal Policy, [Section 400 - WIOA Title I-B Transfer of Funds](#). Allows Local Workforce Development Boards (LWDBs) to request approval from the Arizona Department of Economic Security to transfer up to 100 percent of funds between the WIOA Title I-B Adult and Dislocated Worker Programs when funds in a Local Workforce Development Area (LWDA) have not been fully expended for a Program Year (PY).

This request does not change the amount of the allocation to the LWDA, but only the use of funds for the respective programs.

All transfer of funds requests are subject to the “Sunshine Provision” of [WIOA Section 107\(e\)](#), which requires that LWDBs make their intentions regarding transfers of funds available for public comment and for discussion in open meetings.

PY23*

Amount Of Transfer Requested	\$600,848
Percentage Of Transfer Requested	56%
Dislocated Worker Current Allocation	\$1,076,366
Dislocated Worker New Allocation	\$475,518
Adult Current Allocation	\$766,630
Adult New Allocation	\$1,367,478
Number of Adults To Be Served With Transfer	Increase
Number of DW's To Be Served With transfer	Decrease

*PY23 Funds Expire on 8/15/2025

WIO-1075A FORFF Q & A

1-Q. Describe the labor market information and other economic conditions in the local area or the region that support the need for this transfer of funds:

1-A. Maricopa County continues to see an unemployment rate below the national average of 4.2% as of April 2025. Our counties current unemployment rate is 3.0% according to the Office of Economic Opportunity as of April 2025. As a result, we're experiencing a decrease in our efforts to connect with Dislocated Workers. In addition to these economic conditions, we're also experiencing a high rate of success in rapid re-employment via job referrals, job placements, and other basic services available through WIOA that don't require direct funding.

WIO-1075A FORFF Q & A

2A-Q. How will the LWDA ensure the quality of services provided, and how will the LWDA maintain or adjust services for specific eligible populations such as, e.g., displaced homemakers and spouses of active-duty members of the Armed Forces?

2B-Q. If transferring funds to the Adult Program from the DW Program, describe how this transfer of funds will impact the LWDA's ability to meet the 75 percent goal for Adult priority of service as outlined in Training and Employment Guidance Letter (TEGL) 07-20:

2C-Q. If requesting to transfer funds from a program due to low participation, describe outreach efforts to ensure that potentially eligible individuals are made aware of available services (e.g., outreach to workers affected by facility closures, separating service members, and others who may be eligible for Dislocated Worker services, etc.).

2A-A. As of the end of April 2025, we've had fewer than 27 new dislocated worker enrollments. Even after this transfer of funding we will still be able to enroll any dislocated workers who come in with funding that will remain. This Transfer of funds will allow us greater flexibility in serving those in need with the most appropriate program. Funding for Dislocated Workers is still available after this transfer and will be more than enough to serve the project.

2B-A. This transfer of funding will not have any impact towards our ability to meet the 75% Priority of Service goal. In our Adult Program, approximately 94% of our active participants belong to priority 1, 2, or 3. We've implemented processes at a service delivery level that allow us to prioritize our funding for those most in need in accordance with TEGL 07-20.

2C-A. Maricopa County has responded to 22 WARN/Non-Warn notices since July 2024, ensuring those impacted by layoffs are aware of our services. We've also implemented questions during the application process to identify potential dislocated workers as early in the process as possible. We also verify the information at time of intake/enrollment.

WIO-1075A FORFF Q & A

3-Q. How will the transfer of funds impact current providers of training and other services within the ARIZONA@WORK Job Center including any effects on jointly funded employment and training programs?

3-A. Adult Program participants are expected to account for approximately 96% of FY25 AD/DW enrollments. Occupational Skills Training, Apprenticeships and paid Work Experiences are the most-requested services by both Adults and Dislocated Workers in our Job Centers. The transfer of funds will allow us to meet the training needs of more Adult participants while still allowing for sufficient funding of services for Dislocated Worker Program participants.

4-Q. What are the expected impacts of the transfer of funds on WIOA performance outcomes, such as changes to the employment rates and other measures, for both the Adult and DW programs if the funds are transferred to align with participant needs?

4-A. The transfer of funds will better reflect the current conditions of Maricopa County's workforce landscape. Our performance has exceeded the expectations set forth by the WIOA Performance Measures from the state in each of the last 5 years. Through enhanced basic services and our vast network of employers, we're often able to provide services to dislocated workers at no direct cost. For those interested in individualized services, the budget we're carrying over should more than suffice to meet the need.



Thank You



Information/Discussion/Possible Action

FY 26 Service Provider Budget



FY26 WIOA Service Provider Budget

**Eddie Contreras
Grants Accountant**

WIOA Service Provider Budget FY26

Adult/DW	\$8,848,961
Youth	\$4,417,324
Rapid Response	\$275,000
Total	\$13,541,285



Thank You



Information/Discussion/Possible Action

MCWDB Bylaws Modification



MCWDB Bylaws Modifications

Laura Malhoit : Compliance & Policy Manager : 5/29/2025

Bylaws Modification Justification

- Allow more options for board structure (workgroup option)
- Recommendation from Office of Economic Opportunity (OEO)
- Maricopa County branding update
- Formatting/spelling/grammar

Bylaws

Major Updates

Update	Justification
<p>Article III/Section 1 Added statement, <i>“The duties and responsibilities of the MCWDB are outlined in WIOA 107 (d), 20 CFR § 679.370, the Workforce Arizona Council Local Governance Policy, and in the shared governance agreement between the CEO and the LWDB.”</i></p>	<p>Received recommendation from Office of Economic Opportunity during 2025 Board Recertification to add this statement to bylaws during next modification.</p>
<p>Article VIII Changed title from Committees to <i>Committees/Workgroups</i></p>	<p>Allows the board the option to have workgroups.</p>

Bylaws

Major Updates

Update	Justification
<p>Article VIII/Section 1 Added verbiage to include workgroups to general section discussing committees and work groups</p>	<p>Allows the board the option to have workgroups in addition to committees</p>
<p>Article VIII/Section 6 New section to define workgroups. States: <i>“Workgroups may consist of workforce partners and stakeholders to support MCWDB initiatives such as priorities identified in the strategic or local plan. Workgroups will inform the Executive committee and Full Board on initiatives and are not required to adhere to the Arizona Open Meeting Law and Sunshine Provision. Workgroup information will be available to the public through the MCWDB website.”</i></p>	<p>Defines how workgroups function differently from committees</p>

Bylaws

Minor Updates

- Updated to reflect Maricopa County branding standards
- Spelling/grammar
- Formatting

Bylaws

Legal Review

- Modified bylaws submitted to county attorney 4/22/25 for legal review
- Received legal approval 4/28/25

Recommendation

Approve modified MCWDB Bylaws as presented

If approved will be available on MCWDB website: [MCWDB Policies & Plans | ARIZONA@WORK](#)



Thank You



MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

Section 2. Establishment

A. The MCWDB is established and receives its authority in accordance with the Workforce Innovation and Opportunity Act (WIOA), which was signed into law on July 22, 2014 as [Public Law 113-128](#) and replaces and supersedes the Workforce Investment Act of (WIA) of 1998.

ARTICLE I. NAME AND LEGAL AUTHORITY

Section 1. Name

The name of this organization shall be the Maricopa County Workforce Development Board (MCWDB).

Section 3. Legal Authority

A. The MCWDB shall act as the Workforce Development Board ("WDB") for the Maricopa County Local Workforce Development Area. In execution of its business, the MCWDB must comply with the Workforce Innovation and Opportunity Act (hereinafter referred to as "WIOA"), and its regulations, applicable Federal and State Laws, rules and regulations, and State policies and procedures. The MCWDB and its committees derive their authority from Section 107 of the WIOA. The Maricopa County Board of Supervisors (BOS) shares governance responsibilities with the MCWDB and is responsible for all WIOA funds. As such, the MCWDB must follow all County policies and procedures with regard to making payments, entering into contracts, hiring staff, and any other action that obligates funding.

ARTICLE II. AREA SERVED

Pursuant to the State of Arizona designation and in compliance with WIOA, the area to be served by the MCWDB shall be Maricopa County excluding the City of Phoenix. This area shall be known as the Maricopa County Local Workforce Development Area. MCWDB may also provide services in cooperation and coordination with other local workforce areas in the region and the State of Arizona.

ARTICLE III. PURPOSE, VISION, AND VALUES

Section 1. Purpose

The MCWDB shall work collaboratively with the BOS as the Chief Local Elected Officials in strategic planning, oversight, and evaluation of the local workforce development area, and shall promote effective outcomes consistent with statewide goals, objectives, and negotiated local performance. The duties and responsibilities of the MCWDB are outlined in WIOA 107 (d), 20 CFR § 679.370, the Workforce Arizona Council Local Governance Policy, and in the shared governance agreement between the CEO and the LWDB.



MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

The BOS shall establish the MCWDB to represent a wide variety of individuals, businesses, and organizations throughout the local area. The MCWDB serves as a strategic convener to promote and broker effective relationships between the County and economic, education, and workforce partners. The MCWDB shall maintain strategic and strong relationships with business organizations, chambers of commerce, labor and trade associations, education providers, and others as needed or required.

Section 2. Vision

The MCWDB is a best-in-class workforce system that connects jobseekers to career opportunities and employers to skilled talent, stimulating economic prosperity and enhancing quality of life for all.

Section 3. Values

The MCWDB’s values are as follows:

- A. Customer-centric service
- B. Public trust and accountability
- C. Data-driven and performance-based
- D. Responsive to a changing environment

ARTICLE IV. COMPLIANCE, ROLE, AND METHODS

Section 1. Compliance and Role

MCWDB shall be operated in accordance with applicable Federal, State, and local laws and regulations including without limitation: a.) WIOA and related regulations, including any future amendments and guidance which may be issued; and b.) official policies and directives of the Arizona Department of Economic Security and the Workforce Arizona Council.

In cooperation with County staff identified by the BOS and subject to the approval of the BOS, MCWDB shall be responsible to ensure the completion of the following:

- A. **Local Plan:** Develop and submit a local workforce development area plan to the Governor of Arizona;
- B. **Regional Plan:** Collaborate with the other local boards and chief elected officials, or their delegates, from the other local areas in the preparation and submission of a regional plan, if the local area becomes a part of a planning region with other local areas;
- C. **Workforce Research and Regional Labor Market Analysis:** Conduct research, specified regional market labor analysis, and periodic economic and workforce analyses as a part of the local planning process and to assist the Governor in developing the statewide workforce and labor market information system;
- D. **Convening, Brokering, and Leveraging:** Convene the local workforce development system stakeholders to assist in the development of the local area plan, and identify non-federal expertise and resources to leverage support for workforce activities;

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

- E. **Employer Engagement:** Lead efforts to engage with a diverse range of employers, entities in the region, and economic development entities, including coordination with BOS economic development strategies, in order to promote the participation of local area and regional private sector employers, develop effective linkages with employers, support employer utilization of the Maricopa County workforce system, ensure the workforce investment activities meet the needs of employers, and support economic growth in the region;
- F. **Career Pathways Development:** Collaborate with secondary and postsecondary education program representatives leading the efforts in the local workforce development area to develop and implement career pathways;
- G. **Proven and Promising Practices:** Identify, promote, and disseminate proven and promising strategies, initiatives, and practices for meeting the needs of job seekers and employers;
- H. **Technology:** Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, job seekers, and those with barriers to employment; Facilitating connections among the case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area and for those with remote access, and improve digital literacy skills while leveraging resources and capacity within the system;
- I. **Program Oversight:** Conduct program oversight for: local WIOA youth, adult, and dislocated workforce development program activities; the local service delivery system; and the use, management, and investment of workforce development funds to maximize performance outcomes under WIOA through evidenced-based decision-making ;
- J. **Negotiation of Local Performance Accountability:** Establish, through negotiation with the BOS and the Governor, local performance and accountability measures;
- K. **Selection of Operators and Providers:** Designate and certify one-stop operators, identify eligible adult and youth training providers, and also ensure the provision of opportunities that lead to competitive employment for individuals with disabilities; in conjunction with the State, ensure there are sufficient numbers and types of career and training service providers in a manner that maximizes consumer choice; select adult, dislocated worker, and youth service providers. Contracts, IGAs, or MOUs for operators or service providers must be pursued collaboratively with the BOS, must conform with all Maricopa County policies and procurement codes, and are subject to formal approval by the BOS.
- L. **Coordination of Education Providers:** Coordinate activities with education and training providers;
- M. **Budget and Administration:** Develop and approve a budget for the activities of the MCWDB and the services provided in the County's workforce system consistent with the local workforce development plan and the duties of the MCWDB under WIOA, and in a manner that maximizes resources for direct services. Should the MCWDB fail to approve a budget within 60 days of the beginning of a fiscal year, the BOS or its designee shall develop and implement a budget; and
- N. **Accessibility for Individuals with Disabilities:** Annually assess the physical and programmatic accessibility of all one-stop centers in the local area in accordance with the Americans with Disability Act of 1990.

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

Section 2. Methods

The MCWDB shall perform all duties in accordance with these methods:

- A. *Convener* – Convene local workforce development system stakeholders to assist in the development of the local plan and in identifying expertise and resources to leverage support for workforce development activities. Such stakeholders may assist the MCWDB in carrying out convening, brokering, and leveraging functions at the direction of the MCWD
- B. *Leader* - Lead efforts to engage with a diverse range of employers and other entities in the region in order to:
 - 1. Promote business representation (particularly representatives with optimum policy-making or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the MCWDB;
 - 2. Develop effective linkages (including the use of intermediaries) with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities;
 - 3. Ensure that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers;
 - 4. Develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships), that provide the skilled workforce needed by employers in the region, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations.
- C. *Workforce Analyst* – Understand and disseminate current local and regional labor market and economic information and trends.
- D. *Broker* – Bring together systems to solve common problems, or broker new relationships with businesses and workers.
- E. *Community Voice* – Advocate for the importance of workforce policy, providing perspective about the need for and availability of skilled workers.
- F. *Capacity Builder* – Enhance the local workforce development area’s and planning region's ability to meet the workforce needs of local employers.

ARTICLE V. STAFFING AND SUPPORT

Section 1. Staffing and Support

- A. Necessary staffing and support of the MCWDB shall be funded by WIOA funds and is subject to approval by the BOS or their designee.
- B. MCWDB staff shall include staff necessary to support the activities of the MCWDB. Staffing levels shall be determined during the annual budget development process.

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ARTICLE VI. MEMBERSHIP

Section 1. Composition and Size

- A. The MCWDB shall be comprised of private business sector and public sector members.
- B. The Board membership shall be representative of the local area's geography and business demographics.
- C. To the greatest extent possible, the MCWDB will seek to have a membership diverse in gender and ethnicity.
- D. The board's membership shall be kept to the smallest number possible by having members represent more than one category wherever possible and as permitted by WIOA.
- E. An individual may serve as a representative of more than one membership category if the individual meets all the criteria for representative in accordance with WIOA.
- F. At least 51% of members shall be representatives of business in the local area who:
 - 1. Are owners of businesses, chief executives or operating officers of businesses, or other individuals with optimum policymaking or hiring authority;
 - 2. Provide employment opportunities in in-demand industry sectors or occupations, and provide high-quality work-relevant training and development opportunities to its workforce or the workforce of others in the case of organizations representing business;
 - 3. Are appointed from among individuals nominated by local business organizations and business trade associations; and
 - 4. At least two (2) members must represent small business as defined by the U.S. Small Business Association.
- G. At least 20% of the members must be workforce representatives with optimum policy-making authority. These representatives:
 - 1. Must include at least two (2) representatives of labor organizations, nominated by local labor federations or other representatives of employees;
 - 2. Must include at least one (1) representative of a joint labor-management, or union-affiliated, registered apprenticeship program within the local area who must be a training director or member of a labor organization.
 - 3. May include one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or support competitive, integrated employment for individuals with disabilities; and
 - 4. May also include one or more representatives of organizations that have demonstrated experience in addressing the employment, training, or education needs of eligible youth, including representatives or organizations that serve out-of-school youth.
- H. The balance of the Board membership shall include individuals with optimum policy-making authority, as follows:
 - 1. At least one (1) eligible provider administering adult education and literacy activities under WIOA Title II, selected from among the providers serving in the local area;

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

2. At least one (1) representative from an institution of higher education providing workforce development activities, including community colleges;
 3. At least one (1) representative from economic and community development entities;
 4. At least one (1) representative from the state Employment Service office under the Wagner-Peyser Act;
 5. At least one (1) representative from the programs carried out under Title I of the Rehabilitation Act of 1973, other than sec. 112 or Part C of that title (i.e., the State Vocational Rehabilitation Program or the state agency responsible for the State Vocational Rehabilitation Program); and
- I. Members under the category referenced in Article VI, Section 1-H of these bylaws may also include additional local area representatives appointed by the BOS from:
1. Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment;
 2. Governmental and economic and community development entities who represent transportation, housing, and public assistance programs;
 3. Local area philanthropic organizations; and,
 4. Other appropriate individuals based on the WIOA law and regulations as determined by the BOS.
- J. Members of the MCWDB shall not be permitted to delegate any duties to proxies or alternates.
- K. Membership on the MCWDB shall be on an unpaid, volunteer basis.
- L. No matter how many membership categories an individual represents, the individual is only entitled to one vote.

Section 2. Nominations

- A. The CEO is responsible for MCWDB member recruitment and nominations.
- B. At the request of the CEO, the MCWDB, or its designee, may assist in the solicitation of applications and nominations for MCWDB membership in accordance with representation needed.
- C. Nominees who are intended to serve as representatives of business in the local area must be appointed from among individuals nominated by business organizations and business trade associations.
 1. The CEO or designee of the nominating organization must sign the nomination letter submitted to the BOS.
 2. The nomination letter must acknowledge the nominee's optimum policy-making authority and include documentation of the candidate's curriculum vitae, resume, or work history.
- D. Nominees who are intended to serve as representatives of labor must be appointed from among individuals nominated by local labor federations.
- E. For the other mandated categories, nominees must be appointed from among individuals nominated by a senior executive from the agency or institution of employment or affiliation.

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

- F. For the mandatory category of adult education and literacy, a solicitation of nominations will be based on a solicitation of Local Workforce Area providers of adult education and literacy activities under WIOA Title II.
- G. For the mandatory category of higher education institutions, a solicitation of nominations will be based on a solicitation of institutions of higher education providing workforce development activities.
- H. For the non-mandated categories, a solicitation of nominations will be handled by:
 - 1. Solicitation of community-based organizations (CBOs). Representative nominations from local CBOs must be qualified by being workforce-centered and having demonstrated positive performance for at least three to five years in the community.
 - 2. Solicitation of nominations from other optional representatives with a workforce mission/focus must hold promise for beneficial partnerships.
- I. Nominees shall meet the qualifications of the membership category for which they are applying. Nominees shall confirm their qualifications for the membership category for which they are applying in writing. Nominating organizations shall confirm the same.
- J. Members shall notify the MCWDB and the Maricopa County Clerk of the Board if they no longer meet the qualification criteria required by WIOA for their position on the MCWDB.
- K. All vacancies shall be publicly noticed on the Maricopa County website.
- L. Written applications and, when applicable, nominations must be submitted to the Maricopa County Clerk of the Board.

Section 3. Appointments

The BOS shall appoint each member of the MCWDB. Notification of appointments will be evidenced within the minutes of the BOS meetings.

Section 4. Term of Office

- A. Members appointed to the MCWDB shall serve three-year terms, except vacancy appointees who shall serve the remaining term of their predecessor. Upon expiration of his or her term, any WDB Member may continue to serve until the BOS takes action.
- B. Board member appointments will be monitored on a regular basis to ensure only one-third (1/3) of the membership expires in a given year.

Section 5. Resignations

- A. Resignation by MCWDB members shall be submitted in writing to the MCWDB Chair, and the Clerk of the Board. A member's resignation is effective when accepted by the BOS.
- B. An agenda item will be placed on the next MCWDB meeting for the MCWDB to acknowledge that member's resignation.

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

Section 6. Terminations

BOS may remove a member for any of the following reasons:

- A. Failure to attend MCWDB meetings as required in these bylaws.
- B. Failure to comply with the Conflict of Interest and Ethics as required by WIOA, A.R.S. §38-502 etseq., and Maricopa County Internal Policy HR2421.
- C. Failure of a member to continue to hold the qualifications of membership which were the basis for their initial appointment.
- D. Documented malfeasance, fraud, or abuse.
- E. Knowingly and intentionally acting in a manner that prohibits compliance with Federal law, State policy, or requirements set forth by the Workforce Arizona Council (WAC) or Department of Economic Security (DES). Examples include but are not limited to failing to meet deadlines and failing to provide requested information.
- F. Removal of a WDB member shall require a formal vote of the BOS.

Section 7. Vacancies

- A. Members who no longer hold the position or status that made them eligible Local Board members must resign or be removed by the chief elected officials. The chief elected officials will be immediately notified by the Local Board chair of the change in status as a representative of that entity.
- B. A member's position on the MCWDB may become vacant upon failure to attend regularly scheduled meetings as required in these bylaws, his or her death, resignation, by operation of law, or upon removal by the BOS.
- C. All efforts shall be made to fill MCWDB vacancies within 120 days of the vacancy by the BOS.
- D. If a vacancy occurs by other than an expiration of term, the vacancy shall be filled by appointment by the BOS for the unexpired portion of the term.
- E. In the event a vacancy cannot be filled within 120 days, BOS designated staff shall request a waiver in writing to the Director of the State Workforce Development Board with an explanation of why a vacancy was not filled in the 120-day timeframe and a description of the process underway to fill the vacancy. Maricopa County must maintain written approval of the waiver request by the Director of the State Workforce Development Board for State monitoring purposes.
- F. Positions will be filled in compliance with WIOA and these Bylaws.
- G. Nominees for a vacancy shall meet the same membership requirement as the outgoing member or the criteria needed to fulfill the Board composition requirements of WIOA.

Section 8. Reappointments

- A. Reappointments are not guaranteed.
- B. Reappointments must be made within 120 days of the term expiration.
- C. The nomination process will be the same as outlined in these bylaws.

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Section 9. Compensation

- A. Members of the MCWDB shall serve without compensation except for any pre-authorized travel expenses incurred in connection with their duties, including transportation, meals, and lodging; in accordance with WIOA and all applicable Maricopa County policies and regulations.
- B. The BOS through the Fiscal Agent is authorized to reimburse those expenses identified in post-travel to the extent such expenses are allowable and reimbursable under WIOA and all applicable Maricopa County policies and regulations.

ARTICLE VII. OFFICERS AND THEIR ELECTION

Section 1. Officers

- A. The officers of the MCWDB shall be Chair, Vice Chair, and Second Vice Chair.
- B. There may be an Immediate Past Chair of the MCWDB, which shall be a business member of the MCWDB.
- C. There shall be elected one (1) individual to serve in each designated office.
- D. The Chair of the MCWDB shall be selected from among the Business representatives.
- E. The remainder of the officers may be elected from any of the representative groups.

Section 2. Election and Term of Officers

- A. All officers shall be elected for two-year terms by a majority vote of the current membership of the MCWDB.
- B. Elections shall be held at the last regularly scheduled meeting of each Program Year.
- C. The terms of office shall begin on July 1 of each year.
- D. At its option, MCWDB may elect an Immediate Past Chair whose term shall be one (1) year.
- E. If a vacancy occurs by other than an expiration of an Officer term, the vacancy shall be filled for the unexpired portion of the term using the process outlined in Section 1 of this Article.

Section 4. Duties of Officers

- A. Chair. The MCWDB Chair shall:
 - 1. Preside over all regular, special, and Executive Committee meetings of the MCWDB;
 - 2. Serve as Chair of the Executive Committee of the MCWDB;
 - 3. Encourage best and broadest participation possible from all Board members;
 - 4. Provide information for the preparation of the agenda for MCWDB meetings;
 - 5. Appoint all committee Chairs and committee members;
 - 6. Work cooperatively with BOS assigned staff to provide information on workforce

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- development in the local area;
- 7. Review, and/or appoint a MCWDB workgroup;
- 8. Represent the MCWDB as appropriate; and
- 9. Assign and delegate such responsibilities as needed.
- B. Vice Chair. The MCWDB Vice Chair shall:
 - 1. In the absence of the MCWDB Chair, perform all the duties of the MCWDB Chair; and
 - 2. Assign and delegate such responsibilities as directed by the MCWDB Chair.
- C. Second Vice Chair. The MCWDB Second Vice Chair shall:
 - 1. In the absence of the MCWDB Chair and MCWDB Vice Chair, perform all duties of the MCWDB Chair; and
 - 2. Assign and delegate such responsibilities as directed by the MCWDB Chair.
- D. Immediate Past Chair. The MCWDB Immediate Past Chair shall:
 - 1. Mentor the Chair in the transition period regarding Board operations.

Section 5. Removal of Officers

Any Officers may be removed from office for cause and a vote of majority of the current members of the MCWDB.

ARTICLE VIII. COMMITTEES/WORKGROUPS

Section 1. General

- A. The MCWDB has authority to establish committees and workgroups in order to address specific issues and to accomplish strategic goals of the MCWDB.
- B. All committees and workgroups established under the MCWDB shall comply with these bylaws.
- C. The MCWDB Chair may appoint MCWDB members to serve on committees and workgroups.
- D. The Chair of any Standing Committee shall be appointed by the Chair of the MCWDB for a term coinciding with the MCWDB Chair's term.
- E. All actions of MCWDB Standing Committees, workgroups and other ad-hoc committees are advisory to the MCWDB.
- F. Chairs of Standing Committees and workgroups, in consultation with the MCWDB Chair, shall prepare the agenda for Standing Committee and workgroup meetings.
- G. Members who are designated as a One-Stop Career Center Operator shall not serve on any Standing Committee or workgroup that deals with the oversight of the Job Center or One-Stop system or allocation of resources that would potentially be allocated to that member's program or might otherwise be the basis of a conflict of interest as outlined in these bylaws.
- H. Resignations of committee and workgroup members must be submitted in writing and sent to the MCWDB Chair and MCWDB Executive Director. A member's resignation is effective when accepted by the MCWDB.

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

Section 2. Executive Committee

- A. The Executive Committee shall be comprised of the following Board members: Chair, Vice Chair, Second Vice Chair, Youth Committee Chair, the Chair of any other Standing Committee, and up to two other MCWDB members appointed at the discretion of the MCWDB Chair.
- B. If the Immediate Past Chair position is filled, this position shall also be on the Executive Committee.
- C. The Executive Committee shall always be comprised of an odd number of members
- D. The MCWDB Chair shall serve as Chair of the Executive Committee.
- E. Responsibilities of the Executive Committee shall include:
 - 1. Report on all action taken by the committee at regularly scheduled MCWDB meetings; Emergency actions and all other actions taken by the Executive Committee without the prior approval of the full MCWDB are conditional and subject to either ratification or rescission by the full MCWDB at its subsequent meeting.
 - 2. In consultation with BOS assigned staff, make recommendations for membership to the Youth Committee, Standing Committees, and other committees in compliance with membership requirements as outlined in the WIOA;
 - 3. Determine responsibilities of all Standing Committees and other ad-hoc committees and review work plans of such bodies; and
 - 4. Perform other duties as the MCWDB may deem necessary.

Section 3. Standing Committees

- A. The MCWDB shall have at least one Standing Committee, which is the Youth Committee.
- B. To the extent possible, Standing Committees shall be comprised of the required MCWDB representative categories as outlined in WIOA.
 - 1. Each Standing Committee shall be chaired by a member of the MCWDB.
 - 2. Each Standing Committee shall have at least one (1) non-member of the MCWDB.
 - i. This individual must have related knowledge and background as determined by the board chair or the Standing Committee they are appointed.
 - ii. This individual shall be voting members of the Standing Committee they serve.
 - 3. Each Standing Committee shall have a minimum of three (3) MCWDB members appointed to serve on the committee.
- C. All members of Standing Committees shall be appointed by the MCWDB Chair in consultation with the Executive Committee and BOS assigned staff.
- D. The term of each Standing Committee member shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair
- E. The term of the Standing Committee chair shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair.

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

Section 4. Youth Committee

- A. The Youth Committee shall be a WDB Standing Committee comprised of a minimum of five (5) members (MCWDB members and non-members) appointed by the MCWDB Chair in consultation with the Executive Committee and BOS assigned staff.
- B. Responsibilities of the Youth Committee may include, but not be limited to the following:
 - 1. Identify eligible providers of youth workforce development activities by:
 - i. Exercising the option described in CFR 681.400 to have the grant recipient provide directly some or all of the youth workforce investment activities; and/or
 - ii. Choosing to recommend for MCWDB approval to competitively award grants or contracts to youth service providers to carry out some or all youth workforce investment activities;
 - 2. Inform, assist, and make recommendations to the Executive Committee and the full MCWDB in developing and overseeing a comprehensive youth program, including disconnected youth;
 - 3. Foster integration and collaboration of youth activities in the local workforce development area;
 - 4. Recommend system enhancements to ensure a broad range of services and opportunities for youth, including disconnected youth;
 - 5. Recommend ways to leverage resources and coordinate services among schools, public programs, and community-based organizations serving youth; and
 - 6. Provide leadership and support for continuous quality improvement efforts for youth services programs.
- C. The term of each Youth Committee member shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair
- D. The term of the Youth Committee chair shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair.

Section 5. Other Ad-Hoc Committees

- A. The MCWDB may from time to time establish other ad-hoc committees to assist the MCWDB in carrying out its duties or current work.
- B. Ad-Hoc committees may include individual(s) who are not appointed to the MCWDB so long as the MCWDB Chair determines the individual(s) has expertise in the topic/task of such body.
- C. All members of other Ad-Hoc committees shall be appointed by the MCWDB Chair in consultation with the Executive Committee and BOS assigned staff.
- D. The term of each Ad-Hoc member shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair
- E. The term of the Ad-Hoc chair shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

Section 6. Workgroups

The MCWDB may establish or dissolve workgroups as needed. Workgroups may consist of workforce partners and stakeholders to support MCWDB initiatives such as priorities identified in the strategic or local plan. Workgroups will inform the Executive committee and Full Board on initiatives and are not required to adhere to the Arizona Open Meeting Law and Sunshine Provision. Workgroup information will be available to the public through the MCWDB website.

ARTICLE IX. MEETINGS

Section 1. Public Meetings

- A. All meetings of the MCWDB, including its committees shall be conducted in compliance with Open Meeting Law (Arizona Revised Statutes 38-431 et seq.). Meetings shall be open, and it shall be a stated policy that interested citizens or groups will be heard on workforce development matters.
- B. Where these bylaws and other applicable law do not afford an adequate procedure in the conduct of a meeting, the MCWDB chair may refer to Robert’s Rules of Order as a guide.
- C. The MCWDB shall meet not less than six times per year.
- D. Regular meetings of the MCWDB and its Standing Committee(s) as determined by the Executive Committee shall be published in an annual schedule of meetings in June for the period of July 1st to June 30th of the upcoming program year. The annual meeting schedule shall be posted on the Maricopa County public website and the ARIZONA@WORK Maricopa County website.
- E. Special meetings of the MCWDB or its committees may be called by the MCWDB Chair or any other officer of the MCWDB. Special meetings shall be announced in the same manner as regular meetings.
- F. Phone- and web-based meetings and other use of appropriate technology may be used to promote and enhance MCWDB member participation in conjunction with face-to-face, in-person meetings when applicable. The agenda may state the means of connection to the meeting if participation via phone or other electronic means is being utilized. MCWDB members participating in a telephone conference call or other electronic means shall be clearly identified in the minutes.
- G. The agenda for MCWDB meetings shall be developed by the MCWDB Chair or officer calling the meeting in consultation with MCWDB Executive Director.
- H. The MCWDB Chair or officer calling the meeting shall be responsible for orderly business of meetings and for calling items on the agenda.
- I. Within three (3) business days of any WDB meeting, including its committees and Ad-Hoc committees, the WDB staff shall make available the meeting minutes on the WDB website.

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

Section 2. Quorum

- A. A simple majority of appointed members shall constitute a quorum for the transaction of business at all MCWDB and designated standing committee meetings; vacant positions shall not be counted when determining quorum.
- B. A meeting at which a quorum is initially established may not continue to transact business if the quorum is not maintained due to the withdrawal or departure of members.

Section 3. Voting

- A. Each member of the MCWDB shall be entitled to one vote on an action.
- B. No member of the MCWDB shall cast a vote on any matter which has direct bearing on services to be provided by the member or any organization with which that member is associated, or would otherwise be the basis for a conflict of interest, as outlined in these bylaws.
- C. Action brought before the MCWDB shall be resolved by a vote of a simple majority of the members present, provided a quorum is present.
- D. Members recusing or abstaining from a vote shall be counted as “absent” from the vote, so as not to inadvertently affect the desired outcome of the majority of voting members.
- E. At the request of any member, or at the discretion of the MCWDB Chair, a roll-call or ballot vote may be taken for any action of the MCWDB. The outcome of voting shall be recorded in the minutes of the MCWDB.

Section 4. Attendance

- A. All MCWDB members are expected to attend regularly scheduled meetings.
- B. More than three consecutive absences from regularly scheduled meetings by any member during any 12-month program period (July 1 – June 30) may result in the removal of the member from the MCWDB.
- C. Any four absences from regularly scheduled meetings during a twelve-month period by any member during any 12-month program period (July 1 – June 30) may result in the removal of the member from the MCWDB.
- D. Within seven (7) days of notification of attendance policies violation a member may provide a written explanation to MCWDB staff on the reason for the absences.
- E. Exceptions to attendance policies may be made by BOS appointed staff due to special circumstances.

ARTICLE X. CONFLICT OF INTEREST AND ETHICS

Section 1. Conflict of Interest

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

- A. The MCWDB shall follow Arizona Law on Conflict of Interest as set forth in [Arizona Revised Statutes, Section 38-501](#) et seq. and comply with [State Workforce Policy #1 \(Local Governance\)](#) and [State Workforce Policy #8 \(Conflict of Interest\)](#) regarding conflicts of interest.
- B. Should a conflict of interest arise, MCWDB members shall follow the procedures delineated in the [MCWDB's Conflict of Interest Policy](#).
- C. MCWDB member may not vote on any matter that would provide direct financial benefit to the member or the member's immediate family, or on matters of the provision of services by the member or the entity the member represents.
- D. MCWDB member must avoid even the appearance of a conflict of interest. Prior to taking office, MCWDB members must provide to the MCWDB Chair and to Maricopa County Human Services Department (HSD) a written declaration of all substantial business interests or relationships they, or their immediate families, have with all businesses or organizations that have received, currently receive, or are likely to receive contracts or funding from the MCWDB. Such declarations must be updated annually or within 30 days to reflect any changes in such business interests or relationships. MCWDB must appoint an individual to review the disclosure information in a timely manner and advise the MCWDB chair and appropriate members of potential conflicts.
- E. Prior to a discussion, vote, or decision on any matter before MCWDB, if a member, or a person in the immediate family of such member, has a substantial interest in or relationship to a business entity, organization, or property that would be affected by any official MCWDB action, the member must disclose the nature and extent of the interest or relationship and must abstain from discussion and voting on or in any other way participating in the decision on the matter. All abstentions must be recorded in the minutes of the MCWDB meeting and be maintained as part of the official record.
- F. It is the responsibility of the MCWDB members to monitor potential conflict of interest and bring it to the MCWDB's attention in the event a member does not make a self-declaration.
- G. In order to avoid a conflict of interest, MCWDB must ensure that the MCWDB's workforce service providers for WIOA Title IB adult, dislocated worker, and youth programs must not employ or otherwise compensate a current or former MCWDB member or MCWDB employee who was employed or compensated by the MCWDB or its administrative entity, fiscal agent, or grant recipient anytime during the previous 12 months.
- H. The MCWDB shall ensure that the MCWDB, its members, or MCWDB staff do not have any supervisory responsibility for the daily activities of its workforce service providers, workforce system partners or contractors. There must be a complete separation between governance functions and operating functions within an organization including different reporting structures.
- I. Notwithstanding the foregoing, MCWDB members, or the organizations to which they belong, may receive services as a customer of Maricopa County Workforce Development or any formal workforce system partner.

Section 2. Ethics

MCWDB shall comply with the Maricopa County Internal Policy on Professional Conduct

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

(HR2421). MCWDB Members who violate this policy may be removed from MCWDB.

ARTICLE XI. CONFLICT RESOLUTION

- A. Conflict which arises between MCWDB members will be resolved through the MCWDB Executive Committee. If the conflict involves members of the Executive Committee and/or if a resolution cannot be reached by the Executive Committee, then the resolution shall be reached pursuant to the process stated in Article XI,
- B. Except as may otherwise be provided for by law, or otherwise specifically agreed upon to by service delivery partners and/or consortium partners (Partners), any dispute not involving the question of law that is not resolved between the parties within a reasonable time shall be submitted to the following Maricopa County’s dispute process:
 - 1. Disputes must be filed with the Program Administrator administering the program, if one has been appointed, or if not, with BOS assigned staff.
 - 2. The Program Administrator or BOS assigned staff shall respond in writing to the dispute within fourteen (14) days.
 - 3. The partners may abide by the decision or may appeal the decision to the County Ombudsman within seven (7) days.
 - 4. The decision of the County Ombudsman shall be final unless appealed timely pursuant to [A.R.S. §12-904](#).

ARTICLE XII. AMENDMENTS

Section 1. Amendments

- A. Amendments to the MCWDB Bylaws may be necessary from time to time. Any proposed changes to the Bylaws must:
 - 1. Be submitted to the Maricopa County Attorney for legal review;
 - 2. Approved by the MCWDB;
 - 3. Receive final approval by the BOS.
- B. Each time the Bylaws are amended, a copy of the updated Bylaws will be distributed to all MCWDB members, the BOS, County Attorney, and will be posted on the ARIZONA@WORK Maricopa County website.

ARTICLE XIII. SEVERABILITY

If any part of these bylaws is held to be null and/or void, the validity of the remaining portion of the bylaws shall not be affected.



Thank You



Information/Discussion/Possible Action

Workgroup Proposal



MCWDB Work Group Proposal

Steve Clark, Executive Director | Spring 2025



MCWDB Workgroups Proposal

Current Committee Structure (per bylaws)

- Standing Committees
 1. Executive Committee
 2. Youth Committee
- Other Ad-Hoc Committees
 1. Employer Connection Committee
 2. Regional Workforce Initiatives Committee

MCWDB Workgroups Proposal

Current Committee Guidelines

- Chair formally appointed by MCWDB Chair
- Members formally appointed and action required for resignations
- Membership terms defined
- Restrictions for becoming a member
- Required to follow Open Meetings Law

MCWDB Workgroups Proposal

Proposed Workgroup Guidelines

- Propose concepts to MCWDB staff for further consideration
- Staff-driven workgroup rosters/focus areas
- Increased stakeholder involvement
- Limited number Board members volunteer to serve
- Not required to follow Open Meetings Laws

MCWDB Workgroups Proposal

Proposed Workgroup Guidelines

- Workgroups report to MDWCB staff
- Advisory role to staff only
- Members-Industry/Topic “experts”
- MCWDB staff serve as liaisons to these workgroups

MCWDB Workgroups Proposal

Proposed Workgroup Guidelines

- Proposed FY 26 Committees
 1. Executive Committee
 2. Youth Committee

- Potential FY 26 Workgroups
 1. Advanced Manufacturing
 2. Healthcare
 3. Construction
 4. Regional Workforce/Economic Development



Questions?



Questions?



Information/Discussion/Possible Action

MCWDB Strategic Planning



Maricopa County Workforce Development Board 2025 – 2028 Strategic Plan

Developed by the Workforce Development Board
in collaboration with the Maricopa County Innovation Studio
5.29.2025

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Workforce Development Board Background

Mission

The Maricopa County Workforce Development Board (MCWDB) is established by the Board of Supervisors (BOS), serving as the Chief Local Elected Officials, to support strategic planning, oversight, and evaluation of the local workforce development area. The MCWDB is committed to driving effective workforce outcomes aligned with statewide goals, objectives, and locally negotiated performance measures.

Representing a diverse range of individuals, businesses, and organizations across the region, the MCWDB acts as a strategic convener—fostering collaboration among county leadership, economic development entities, educational institutions, and workforce partners. The Board is dedicated to cultivating strong relationships with business associations, chambers of commerce, labor and trade groups, education providers, and other key stakeholders to advance workforce innovation and opportunity.

Vision

To be a premier workforce development system that empowers jobseekers with meaningful career opportunities and connects employers with skilled talent—driving economic growth and improving the quality of life across our communities.



2025 Workforce Development Board Members

Board Member	Affiliation
Ruben Eddie Baldenegro	Tango Health
Grenee Celuch	Concord General Contracting
Kathryn Che' Collins	Habitat for Humanity
Dr. Tina Drews	Salt River Project
Gregg Ghelfi	Arizona Finance Authority
Danielle Goodman	Intel
Loren Granger	Wells Fargo
Scott Holman	Amkor Technology
Brittany Holmes	Arizona State University
Shawn Hutchinson	Phoenix Electrical JATC
JakinDee Kosaka	Maricopa County Adult Probation
Anne Landers	Junior Achievement of Arizona
Justin Oviatt	Comparion Insurance
Konrad Robichaud	Banner Health
Bonnie Schirato	Tivity Health
John Soto	Arizona Department of Economic Security
Noelle Trinder	Banner Health
Elizabeth Valdez	Arizona Department of Economic Security
Tim Willenborg	Brenntag North America-Scottsdale
Linchen Anna Yap	TSMC

Strategic Methodology Review

Process Overview

The Maricopa County Innovation Studio collaborated with the Workforce Development Board from January – May 2025, taking a co-creative and iterative approach with Staff and Board members to construct their Strategic Plan. The objectives of the collaborative sessions were to:

- Identify new strategic focus areas that built upon the work of the 2022 MCWDB Strategic Plan and associated plans
- Facilitate rounds of collaborative feedback across stakeholders to define, evaluate, and refine goals and strategies that aligned to focus areas and expertise
- Develop specific actions to connect strategies to measurable outcomes for implementing, reporting, and improving during the three-year strategic planning cycle

Key Strategic Planning Milestones



Detailed View of Plan’s Co-Creation

Session Purpose:

When Board feedback was collected:



Detailed Strategic Plan

Defining Strategic Focus Areas

During initial Strategic Planning sessions, Staff and Board were prompted through a Value Ecology Mapping activity to frame current relationships with collaborating partners and customers—i.e., job seekers, employers, apprentice program partners, etc.—and define how value is created through services they provide. The objective was to identify the core promises of the MCWDB services that should be prioritized for further development in the 2025-28 strategic planning cycle. The core promises were developed into the below Strategic Values that serve as guiding pillars for the outlined goals, strategies, and measures.

Guiding Strategic Plan Values

1. We will continuously assess and address critical workforce needs

Through 2028, we will prioritize in-demand industries and their workforce needs, aligning actions to trends in the short- and long-term.

The Board and Staff will formalize the approach for prioritizing in-demand industries during each three-year strategic planning cycle. During collaborative discussions, the need for creating an assessment process that could be reused as current in-demand industry needs continue to develop was emphasized to ensure the Board's focus areas remain relevant. Additionally, the Board wanted to be able to address critical workforce needs through diversified funding.

2. We will mobilize collective expertise.

Through 2028, we will convene and leverage best-in-class workforce development expertise, connecting organizations and leaders in a trusted information network.

Partnerships were an area of continuous emphasis during planning discussions, particularly in the desire for establishing the MCWDB as a leader in convening organizations to move workforce expertise forward, beyond making connections. Board members wanted to see more action taken towards strengthening and leveraging ecosystem-level partnerships to make actionable decisions to support job seekers and funnel efforts to areas impacted by economic development and in-demand industry growth.

3. We will visualize emerging career pathways.

Through 2028, we will improve the accessibility, exposure, and quality of training resources to better identify and showcase career pathways for qualified and unqualified job seekers.

The need for supporting the job seeker in new ways emerged as a key factor for the creation of this Strategic Plan. The Board will focus efforts on improving the accessibility and understanding of what emerging pathways exist for job seekers, considering how job seekers, specifically youth, are thinking about careers and their own career progressions, and attempting to better align those expectations with the paths—traditional and nontraditional—toward in-demand industries and occupations.

We will continuously assess and address critical workforce needs.

Goal 1: Determine long- vs. short-term in-demand industry and occupation workforce planning needs

Accompanying Strategies

IA: At least once per strategic planning cycle, identify in-demand industries and occupations assessment data sources to make justifiable decisions, leveraging diverse, validated, and up-to-date information.

IB: Evaluate identified in-demand industries and occupations to compile critical workforce need areas within each industry

IC: Prioritize workforce needs within in-demand industries and occupations to direct support

'26

By end of June 2026, conduct a workforce data evaluation study by assessing the current state of AZ industry and occupation data sources (such as OEO, Jobs EQ, LNI, and others) to create a justifiable methodology to share across relevant identified organizations for feedback and utilization.

Reporting tools & methods:

- Workforce Data Collection Plan based on findings from evaluation
- One-pager to formalize process for continuous updates

By end of June 2026, create a flexible rubric by outlining scoring criteria that evaluates under-resourced fields, technology and AI implications, available training programs, etc., to compile tiered prioritization of in-demand industries and occupations.

Reporting tools & methods:

- Workforce Needs Scoring Rubric

'27

By end of June 2027, identify 2-3 in-demand industries and occupations to pilot the evaluation and prioritization of workforce needs, using the rubric and data collection plan methodology. These 2-3 industries will be the focus of specialized support efforts in '25-'28.

Reporting tools & methods:

- Depending on identified industries and occupation outcomes, the WDB team will develop success measures based on how support is directed.

'28

By end of June 2028, host a facilitated workgroup with pilot participants, data analysts, and key stakeholders. The workgroup sessions will include a review of pilot results, structured feedback discussions, and collaborative refinement of the data collection plan and scoring criteria. The outcome will be to finalize a methodology that can be scaled.

Reporting tools & methods:

- Validated Rubric and Data Collection Plan
- Pilot Retrospective Workshop
- Summary report of pilot findings and refinement decision

We will continuously assess and address critical workforce needs.

Goal 2: Establish sustainable funding opportunities based on workforce needs and shared funding partnerships

Accompanying Strategies

2A: Evaluate past funding strategies and grant successes to determine gaps in source types.

2B: Use research to support funding strategy development that identifies grants and other diverse funding options to support gaps in workforce needs identified through Goal One

'26

By end of June 2026, document and evaluate the funding strategy utilized in the past 5 years to identify most commonly applied for, received, and successfully utilized funds.

Reporting tools & methods:

- Tracking document that logs, categorizes, and assesses funding sources, types, success rates, and utilization outcomes over the last 5 years
- Retrospective workshop with Board and staff to review past strategy and document learning for future funding and development outlook.

'27

By end of June 2027, conduct research, gather data, and assess existing funding sources to identify gaps related to workforce needs. The final output will be a prioritized list of funding opportunities that align with workforce development goals.

Reporting tools & methods:

- Presentation to key stakeholders (e.g., funding experts, workforce development professionals, regional partners) on findings, highlighting opportunities for funding and alignment with workforce needs.
- Work group discussion to identify additional funding sources or opportunities not previously considered.
- Collaboratively prioritized list of funding areas based on workforce needs, regional priorities, and feasibility.

'28

By end of June 2028, formalize funding assessment approach to maintain an updated database of past strategies and successes, and evaluate opportunities to realign with goals at least once per strategic planning cycle.

Reporting tools & methods:

- Finalized Funding Assessment Workbook (updated from tracking document) that maintains updated view of the WDB funding strategy year-over-year.
- Standardized funding strategy presentation and work group agenda based on learnings from Action Two to be facilitated at least once every 3 years.

We will mobilize collective expertise.

Goal 3: Scan the environment (regional and state) to identify, leverage, and improve alignment of existing Arizona workforce expertise, economic development opportunities, and title partners.

Accompanying Strategies

3A: Analyze gaps in community (regional and statewide) expertise—the employer, educator, and workforce organization ecosystem—to document areas for further development.

3B: Leverage Committee focus areas to make employer, educator, organization connections to improve support at different levels of the workforce process (awareness, training, etc.)

3C: Identify benchmarks to measure desired impact of convened expertise

'26

By end of June 2026, research, identify, and adopt a gap analysis framework that has the capacity to guide the future evaluation of expertise in each workforce ecosystem area and define opportunities for new partnerships to address unmet needs.

Reporting tools & methods:

- Adopted Gap Analysis framework with documented justification for its selection that includes its relevance, simplicity to use, data requirements (inputs), and how it was adapted for this context, if at all.

'27

By end of June 2027, apply the selected gap analysis framework to evaluate expertise gaps among at least 5 employers, educators, and community organizations. Document areas where each entity is making a meaningful impact, gaps in work being done, and partnership opportunities to strengthen the workforce ecosystem.

Reporting tools & methods:

- Completed Gap Analysis framework that synthesizes ecosystem research
- Gap and Opportunity Impact Matrix to collaboratively prioritize where to focus efforts of staff and committees in building partnerships and support actions.

'28

By end of June 2028, develop an improved partnership tracking system to replace the current method that includes new metrics to measure both the quantity and quality of partnerships with employers, educators, and organizations. It will be used to report on the impact of convening expertise through partnerships.

Reporting tools & methods:

- Improved spreadsheet-based tracking system that includes items such as dates of engagement, activity type, outcomes, and quality rating.
- Updated partnership quality metrics that consider criteria such as, engagement depth (one-time vs. ongoing), improved awareness, increased investment, etc.
- Identified quality benchmark to measure success of increasing partnerships in next strategic planning cycle

We will mobilize collective expertise.

Goal 4: Leverage network to establish consistent industry terminology requirements used by employers, educators, and organizations to align with job seekers' qualifications, certifications, lifestyle expectations, etc.

Accompanying Strategies

4A: Analyze current language used to communicate accepted qualifications, certifications, forms of training, and job requirements in prioritized in-demand industries and occupations.

4B: Align employer requirements and prerequisites to job seeker expectations and realistic experience levels.

4C: Utilize community partnerships and marketing channels to socialize common language and provide job seekers direction.

'26

By end of June 2026, integrate an Industry Terminology section in the adopted Gap Analysis framework that documents patterns and misalignments in industry terminology, with a focus on in-demand industries.

Reporting tools & methods:

- Adopted Gap Analysis framework (see Goal 3)

'27

By end of June 2027, use framework to document a list of in-demand industry terminology misalignments between employers, educators, and workforce partners, and provide recommendations for clarifying or standardizing key terminology to improve communication. Consider input from employers, educators, organizations, and job seekers.

Reporting tools & methods:

- Terminology Collection Template to capture terminology, use cases, it's meaning, alternative or conflicting terms, and notes on misalignment impacts
- Listening sessions with key stakeholders to gather input on recommendations for clarifying or standardizing key terminology.

'28

By end of June 2028, collaborate with employers to pilot the use of the updated industry terminology in job postings or outreach materials. Identify specific opportunities where revised language could attract job seekers and track any resulting changes or increases in interest during the pilot period.

Reporting tools & methods:

- Pilot plan that identifies participating employers, sets pilot objectives and benchmarks to measure successes
- Stakeholder discussion to update and finalize terminology collection template in the next strategic planning cycle

We will visualize emerging career pathways.

Goal 5: Recognize each in-demand industry's potential career pathway entry points for current and future job seekers of all levels.

Accompanying Strategies

5A: By prioritized in-demand industry, document job seeker types by demographic and their potential entry points

5B: Make more visible each pathway per job seeker type and industry, identifying current milestones such as, outreach to organizations, certifications, education, apprenticeship, etc.

5C: Evaluate pathways to identify which are most underutilized

'26

By end of June 2026, research and identify workforce organizations currently developing or publishing career pathway information.

Reporting tools & methods:

- Career Pathway Organization Inventory through Excel to document a view of work being done that includes items such as fidelity, information/resources available, potential/estimated reach, format, and notable gaps.

'27

By end of June 2027, conduct a comparative review of what is being done and where there are opportunities to intervene, consolidate, and support improvements for broader reach and accessibility.

Reporting tools & methods:

- Comparative Review Matrix that allows staff to evaluate opportunities by in-demand industry alignment, career advancement clarity, connection/linking to training, current partnership connections etc.

'28

By end of June 2028, utilize and develop organizational partnerships to plan consolidation effort to align work around job seeker types, build upon current career pathway information, and distribute it more widely.

Reporting tools & methods:

- Career Pathway Alignment Roadmap planning session with identified partners to design pathway consolidation and improvement effort
- Tracking partnership quality improvements form this effort in the improved partnership tracking system (Goal 3)

Workforce Alignment Guide

The following reference guide highlights where the MCWDB Strategic Plan aligns to the WIOA State Strategic Plan and how this plan’s 2025-28 goals will build upon the work done in the 2022 MCWDB Strategic Planning cycle.

WIOA State Plan (2024-27) Goals	MCWDB Strategic Plan Alignment Areas
<p>Goal 1: Promote a customer-driven workforce system approach</p>	<p>Goal 1, 4, and 5 align with WIOA State Plan's focuses to build industry-driven career pathways and meet the needs of current and future job seekers, by creating a cascading strategy for 1. justifiable prioritization of workforce needs, 2. clarifying in-demand industry terminology for top-down reach, and 3. refining job seeker career pathway resources.</p>
<p>Goal 2: Foster Business Engagement</p>	<p>Goal 1, 2, and 5 will focus on the enhancement of workforce services to support employers increased access to a skilled workforce by making data-driven decisions on where to focus Board support, continuously updating which in-demand industries and career pathways are underutilized and directing expertise to improve opportunities for development of training, communication, and outreach.</p>
<p>Goal 3: Invest in Opportunity and Growth</p>	<p>Goal 2, 3, 4, and 5 will be measured by the impact and increased quality of partnerships, locally and statewide. These goals will center around opportunities to streamline and improve work already being done, instead of replicating expertise and services.</p>
<p>Goal 4: Prepare Arizona’s Youth Workforce</p>	<p>Goal 1, 4, and 5 were developed with a youth-focused lens. Each goal strives to support future job seekers by evaluating their needs in the current workforce climate, clarifying terminology to support their connection to different career pathways through employer and educator outreach, and improving their access and understanding of career milestones that align to their expectations.</p>

2022-25 Plan Values	2022-25 Strategic Plan Goals
<p>Partnerships</p> <p>Impact</p> <p>Innovation</p>	<p>Goal 1: Optimize culture of collaboration among core partners and providers</p> <p>Goal 2: Expand role of MCWDB in regional economic development efforts</p> <p>Goal 3: Expand role of MCWDB in local education system</p> <p>Goal 4: Strengthen regional collaboration among MCWDB and other local workforce areas</p> <p>Goal 5: Increase participation of individual job seekers and businesses served across all MCWDB title partner programs</p> <p>Goal 6: Maximize scope of services to individuals served by title partner programs</p> <p>Goal 7: Position the MCWDB as a forward-thinking strategic leader</p> <p>Goal 8: Create system-wide standards derived from implemented best practices that improve the scope and quality of services from partners and providers</p>
2025-28 Plan Values	How each value area continues to move the work of the MCWDB forward from the previous strategic planning cycle
Assess and address workforce needs	<p>Analyze data quality and formalize prioritization methodology</p> <p>By supporting the creation of a justifiable method for reviewing data used to prioritize in-demand industries for the short- and long-term, while using outcomes to make data-driven decisions on partnerships and funding opportunities.</p>
Mobilize collective expertise	<p>Increase partnership impact and improve how its measured</p> <p>By analyzing gaps in current work and expertise from a workforce ecosystem level, make recommendations for improved employer/education outreach, and create a metric to more accurately report on partnership quantity and quality.</p>
Visualize emerging career pathways	<p>Make pathway resources more accessible and collaborative</p> <p>By building upon how current job seeker pathways are presented, consolidating resource and training information to make it more easily accessible, and developing partnerships to engage current and future job seekers with in-demand opportunities.</p>

Data-Driven Reporting and Feedback

Based on the defined Strategic Plan goals, strategies, and actions, this table provides an overview of the estimated reporting tools & methods that can support the Board to measure the Plan's success year-over-year. MCWDB Staff will provide a biannual update (presented mid- and end-of-fiscal-year) by reporting on the percentage of completion of items outlined in the following list and any adjustments made to outcomes.

	'26 Goal Outcomes	'27 Goal Outcomes	'28 Goal Outcomes
1	Data Collection Plan	<i>Metric will be defined</i>	Validated Tools
	Process One-pager		Pilot Retrospective
	Workforce Needs Rubric		Pilot Report
2	Funding Tracker	Stakeholder Presentation	Finalized Workbook
	Retrospective Workshop	Workgroup Discussion	Strategy Presentation
		Prioritized Funding List	
3	Gap Analysis Framework	Completed Gap Analysis	Partnership Tracker
		Impact Matrix	Quality Metric
			Quality Benchmark
4		Terminology Template	Pilot Plan
		Listening Session(s)	Stakeholder Discussion
5	Pathway Inventory	Comparative Matrix	Alignment Roadmap
	Progress Report Dec. and June of '26	Progress Report in Dec. and June of '27	Progress Report in Dec. and June of '28



[Click for access to
Progress Reports](#)

Appendix

Links to relevant Strategic Planning documents and activities

[Project Charter](#)

[3/6 Youth Committee Meeting Packet](#)

[3/18 Regional Committee Meeting Packet](#)

[3/19 Workforce Development Division Strategic Planning Session Presentation](#)

[4/3 Employer Connection Committee Meeting Packet](#)

[4/17 Full Board Meeting Packet](#)

[2/5 Core Project Team Kick-off Mural](#)

[2/20 Strategic Planning Session Mural](#)

[3/6 Youth Committee Strategic Planning Session Mural](#)

[3/18 Regional Committee Strategic Planning Session Mural](#)

[3/20 Executive Committee Strategic Planning Session Mural](#)

[4/17 Full Board Meeting Strategic Planning Session Mural](#)

[Group Interview/Sessions Synthesis Mural](#)

[Project Team Session: Finalizing Metrics and Reporting Mural](#)



Information/Discussion/Possible Action

MCWDB Officer Election FY26–FY28



Information/Discussion Only

Central Arizona Regional Workforce Retreat



Central Arizona Regional Workforce Board Retreat

Steve Clark, Executive Director | May 2025



Central Arizona Regional Workforce Board Retreat

- Target Audience – Executive Teams from City of Phoenix, Maricopa County, and Pinal County
- Potential Date: July 22, 2025 (9:00 – 11:00 am)
- Where: Central Arizona College (TBD)

Central Arizona Regional Workforce Board Retreat

- Potential Topics:
 - State of the Regional Workforce
 - Strategic Priorities and Initiatives
 - Employer Engagement
 - Education & Training Alignment
 - Innovation & Funding Opportunities
 - Regional Collaboration & Governance
 - Action Planning & Next Steps

Central Arizona Regional Workforce Board Retreat

- Central Arizona Regional Workforce Initiatives Committee
- VS.
- Regional Workforce/Economic Development Workgroup



Questions?



Information/Discussion Only

Committee Updates



Information/Discussion Only

Call to Public



Thank You