



WORKFORCE DEVELOPMENT BOARD

May 15, 2025
Board Meeting Packet



Meeting Packet

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WORKFORCE DEVELOPMENT BOARD MEETING AGENDA

Thursday, May 15, 2025, 1:30 pm-3:00 pm Hybrid

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

Microsoft Teams: Meeting ID: 219 318 960 274 1 Passcode: AR2Gu6tm

[Join the meeting now](#)

1. CALL TO ORDER:

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

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

2. Call the public

3. Presentation: Mangum, Wall, Stoops & Warden, P.L.L.C -- *Brandon J. Kavanagh*

4. Approval of Agenda and Minutes

- A. Approval of Agenda
- B. Approval of the minutes of the 3/20/2025 board meeting

5. Approval of Consent Items

- A. WIOA Policy 800 Conflict of Interest (tabled from 3/20/2025)
- B. New board member applications from Shannon Shoots and Sandra Hinski

6. Committee Reports:

- A. Finance Report – *Armando Bernasconi/Jessica Hudson*
- B. One Stop Operator updates – *Chicanos Por La Causa*
- C. Title 1B update -- *Eckerd*

7. Meeting Recap – Board Chair

8. ADJOURNMENT

- A. Next Workforce Development Board Meeting, Thursday, July 17, 2025

COCONINO WORKFORCE DEVELOPMENT BOARD

Meeting Minutes

March 20, 2025

WDB Members Present

Kay Leum
 Armando Bernasconi
 Donovan Weidmann
 Gail Jackson
 Brent Neilson
 John Dimer
 Beth Caplan
 Julie Pastrick
 Bruce Sobczak

Board Staff

Billy Francis
 Steven Reyna
 Regina Salas

Guests

Aaron Moon
 Abigail Kessler
 Johnathan Gonzalez
 Jessica Hudson
 Andrea Merrihew
 Linda Branch
 Sandra Darling
 George Ovalle
 Eilise Fisher
 Heather Bachicha
 Judy Begay
 John Conley
 Krista Sedillo
 Terence Pinkston
 Jeffery McCormick
 Jason Jones
 Carolyn Kidd
 Feifei Zhang
 Melissa Jurgensen
 Nancy Clare Baca
 Patricia Sobczak

WDB Members Absent

Seth Gregar
 Judy Franz
 Valerie Kelly
 Brenda sipe
 Kengatta Callen
 Jabarah Nichols

- i. **CALL TO ORDER** – Agenda items may be taken out of order. Pursuant to A.R.S. 38-431.03(A)(3), the Board may vote to go into executive session for legal advice from its attorney on any item listed on this agenda. Chair Sobczak called the meeting to order.
- ii. **PLEDGE OF ALLEGIANCE** – Chair Sobczak led the pledge of allegiance.
- iii. **Presentation:** Higher Minimum Wage Impact on Economic and Workforce Development in Coconino County – *by Northern Arizona University’s Economic Policy Institute*
- iv. **ROLL CALL** – Armando Bernasconi did the roll call. We did have a quorum.
- v. **CALL TO THE PUBLIC** – Jason Jones from the public asked questions about the Higher Minimum Wage Impact on Economic and Workforce Development in Coconino County. He asks whether minimum wage laws could include stipulations based on a company's revenue, allowing larger companies to pay more than small businesses. He is also curious about data on business closures

related to minimum wage increases and whether private investment groups buying rental properties in Flagstaff have influenced the local cost of living.

vi. **Approval of Minutes** – Donovan requested a correction to the typo in Daniel’s last name on Page 3, changing it from Richardson to Nickerson. The amended meeting minutes from January 16, 2025, were approved by Julie Pastrick and seconded by Armando Bernasconi.

vii. **Approval of Consent Items**

A. WIOA Policy 800 Conflict of Interest. Gail asked about the Conflict of Interest Policy. How does this work with the existing conflict of interest policy that we signed through the county, and we had to swear in? Do both apply? Does this supersede that? Billy answered: To be approved as a local workforce Development Board by the Office of Economic Opportunity has put this as an action item in all of the local areas to be submitted to be considered a local workforce development area. It's not superseded. Gail asked: On the very bottom of the conflict of interest policy, it says: 2015 and then revised in 2019. Is this the most current? There is a reference to MCWDB throughout the document, but I couldn't find an acronym within that document. I don't know what that means. Billy said: we can revisit the conflict of interest and we can resubmit it. Bruce said We can have a motion to table the WIOA policy. Eight hundred conflict of interest. Kay Leum made a motion to table the WIOA conflict of interest. Beth seconded it.

B. MOU/IFA DES edited version. Kay asked why we wouldn't change the effective start date. Bruce said: we could accept this with the stipulation that the date. Armando motion to approve the Memorandum of Understanding with the stipulation of the date change. Seconded by Beth.

C. New board member applications from Jeffery McCormick, Jason Jones, Carolyn Kidd, and John Conley. Julie made a motion to accept all four. Seconded by Gail Jackson.

viii. **Committee Reports**

- **Aaron Moon's Title 1B report from Eckerd.** Aaron Moon announced that Eckerd’s team is now fully staffed, with Sandra Darling stepping in as Program Manager and a new Career Coach joining soon. Staff training is ongoing, and plans are in motion to expand service delivery in Page and other rural areas. The Summer Young Adult Career Exploration Program has launched, offering six-week paid internships for out-of-school youth (ages 16–24), with training in soft skills, financial literacy, and resume development. Employer interest is high;

youth recruitment is underway. Four students recently began training, and enrollment is growing. The team is energized and focused on building momentum.

- **One Stop Operator update by Heather from CPLC.** Heather shared exciting news about the recent launch of the new referral system with core partners, now in its 30-day pilot phase at the One-Stop Resource Room. The system includes a kiosk that can scan driver's licenses to auto-fill client details, improving efficiency and registration accuracy. The team is also testing handheld devices to track visitor traffic and reduce bottlenecks. After refining the process during this pilot, 11 additional kiosks will be deployed in the community. Early results are promising, and data tracking capabilities are expected to enhance service delivery and reporting.
- **Finance Report by Armando Bernasconi**
The report discusses the financial status with 42% of the year remaining. Key points include:
 1. **Budget Overview:** 70% of the budget remains, and staff are encouraged to focus on rapid response activities.
 2. **Program Funding:** There is a surplus for a specific program, with 65% of one-time funding remaining. Regina has been working to finalize contracts for utilizing these funds.
 3. **Youth Funding:** 32% of the allocation for out-of-school youth has been spent, leaving 43% to be used. Youth internship programs are ramping up, and there are no concerns about unused funds as happened two years ago.
 4. **Expiring Funding:** About 40% of expiring funding remains, and the trend shows that all expiring funds will be spent by the end of the year, which is a positive sign.

The overall financial picture is positive, with strong progress in utilizing allocated and expiring funds.

- **Board Staff report by executive director Billy Francis.**

The report highlights key workforce development activities:

1. **Local Plan Approval:** The workforce plan was approved by the Workforce Arizona Council on March 17, with input from NAU EPI.

2. Community Engagement: Board members attended events like the Flagstaff CTE workshop and the 89 Ford Conference in Page to boost workforce development.
3. Expansion Plans: Upcoming collaboration with Eckerd and DES to enhance services in Page.
4. Business Roundtable: The Good Job Network hosted a roundtable to connect businesses with workforce programs and funding.
5. Job Center Collaboration: Core partners gathered for a meeting at the American Job Center to improve teamwork and service delivery.
6. Staff Development: New Job Center staff are being trained to work cohesively within the Arizona workforce system.
7. Subject Matter Expertise: Coconino County is gaining recognition as a workforce development expert.

The focus is on community engagement, expanding services, and fostering collaboration to strengthen workforce development efforts.

- ix. **ADJOURNMENT**—The meeting was adjourned at approximately 3 PM. The motion was first approved by Donovan and seconded by Julie.

Section 800	Conflict of Interest
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801 BACKGROUND

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

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

802 APPLICABILITY/SCOPE

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

803 DEFINITIONS

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

Immediate Family - Immediate Family consists of the individuals’ parents (including step-parents), spouse, domestic partner, children (including step-children), siblings, grandchildren, grandparents, and any relative by marriage, i.e., in-law.

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

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

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

including confidentiality and disclosure agreements.

804 CONFLICT OF INTEREST POLICY

For Individuals:

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

For Contractors and Subcontractors:

- A. Each contractor and subcontractor shall maintain a written code of standards or conduct governing the performance of persons engaged in the award and administration of CCWDB contracts and subcontracts.
- B. Each contractor and subcontractor shall ensure that no person in a decision-making capacity shall engage in any activity, including participation in the selection, award, or administration of a contract or subcontract supported by CCWDB funds if a conflict of interest, real, implied or apparent, would be involved.
- C. The standards of conduct shall provide for disciplinary actions, up to, and, including termination of employment for violations of the code of conduct.
- D. Failure to comply with this policy may result in the termination of contracts with the CCWDB and disqualification for future contracting opportunities

805 CODE OF CONDUCT POLICY

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

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

806 ATTACHMENT, LINKS, and REFERENCES

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

COCONINO WORKFORCE DEVELOPMENT BOARD MEMBER

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

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

Board Member

Signed: _____

Date: _____

DECLARATION OF REAL, APPARENT, OR PERCEIVED CONFLICT OF INTEREST

Return this page to the Coconino County Workforce Development Board or Email to:

workforcedevelopment@coconino.az.gov

From: noreply@civicplus.com
To: [workforce development](#)
Subject: Online Form Submission #56268 for Workforce Development Board Nomination Form
Date: Wednesday, March 19, 2025 2:57:19 PM

Workforce Development Board Nomination Form

First Name	Shannon
Last Name	Shoots
Position/Title	Project Coordinator
Business/Organization Representing	CORE Construction
Please check one:	New Application
Representation – Complete One Section (1, 2, or 3) relevant to the category that you represent. All applicants must hold optimum policy-making authority or optimum hiring authority.	
Please check one identifier:	I hold optimum hiring authority
Category 1: Business Representative	Other (Describe policymaking and/or hiring authority)
If Other is checked please describe policy making and/or hiring authority.	As Project Coordinator for Northern Arizona assist with assessing the needs of our workforce currently and in the future.
B. Select one of the following Business Types that you represent.	Private Sector Small/For-Profit Business (fewer than 500 employees)
C. Describe the In-Demand Industry or Occupation represented by your business.	Construction
D. Describe Employment Opportunities in the In-Demand Industry or Occupation provided	Operations: Project Management, Field Management, Business Development & Marketing, Project Accounting, Coordinators

by your business.

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

Commercial contractor focusing on K-12 public schools (#2 in the nation), universities, and municipalities (#1 in the nation). We assess current and upcoming projects to look at short term and long term needs of our employment. I assist with our partnership with NAU interns and graduates for interviews as well as onboarding and ongoing training.

F. Select Organization Type nominating you.

Local Business Organization (List Org Name)

List Organization name, if Local Business Organization is checked.

Arizona @ Work Coconino County Workforce Development Board

List Organization Name, if Business Trade Association is checked.

Field not completed.

Category 2: Workforce Representative

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

Field not completed.

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

Field not completed.

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

Field not completed.

C. If you selected Community-Based

Field not completed.

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

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

Field not completed.

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

Field not completed.

Category 3: Other Representative

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

Field not completed.

B. Name of Organization nominating you.

Field not completed.

Additional Information:

Business/Organization 305 N San Francisco St.

Address

City	Flagstaff
State	AZ
Zip	86001
Phone	<i>Field not completed.</i>
Fax	<i>Field not completed.</i>
Mobile	9286064531
Email address	shannonshoots@coreconstruction.com
Website address	https://coreconstruction.com/locations/arizona/
Business license number	BL-00948

1. The Coconino County Board of Supervisors values member diversity reflecting the demographics of Coconino County. Briefly describe how your appointment would contribute to the diversity of the Workforce Development Board. (Response Optional)

I have lived in Coconino County for 30 years and raised my family here. As a woman in construction as well as a member of our community, I have seen the challenges that our community faces with jobs and relevant training, housing, and a living wage.

I feel that my past involvement in our community as well as my career will bring some new perspectives to the board.

2. Please list your current chamber and association memberships, the duration of each membership and the positions you currently hold.

* Currently CORE is a member of the Greater Flagstaff Chamber of Commerce. I recently rejoined the GFCC Education and Workforce Development committee in 2024. Previously served 4 years.

* Flagstaff Women's Leadership Steering Committee Member - past 10 years

* United Way Community Investment Funds committee member - served the past 4 years, excluding last year.

3. Please list any professional award(s) or recognition you have

Field not completed.

received within the last 5 years.

Coconino County WDB Related Questions

Please answer the following questions by attaching additional pages:

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

I consider myself well connected in our community. As a former limited income earner and single mother during college I worked with DES for assistance to help me get through college to be able to obtain a better job. I have worked both in the private and public sector and understand the challenges that our county faces with living wages and the effects on the employees and the employers.

I'd like to learn from the board and staff to see how I may assist them and help educate and have dialog with those in our community so that when the time comes we can implement changes.

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

Yes

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

Yes

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

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

I want to continue to make a difference in our community by serving others.

Additional Required Documentation:

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

Upload Nomination Letter

[CCWDB Board Member Invite--Shannon Shoots.pdf](#)

Upload Current Resume

[SShoots_Resume_03_19_25.pdf](#)

Signature and Acknowledgement:

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

Signature

Shannon N. Shoots

Date

03/19/25

To be completed by County official only

Field not completed.

Date Received By Coconino County

Field not completed.

Received By

Field not completed.

Field not completed.

Field not completed.

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

Shannon N. Shoots

5379 N Thornton Place, Flagstaff, AZ 86004

928.606.4531

shannonshoots@yahoo.com

Qualifications Summary

Accomplished leader with over 20 years' experience in project management, community affairs, and fiscal operations. I enjoy serving others and thrive working in a fast-paced environment that demands strong organizational, technical, and interpersonal skills. Committed to providing superior customer service. Confident and poised in interactions with individuals at all levels. Detail-oriented and resourceful in completing projects, event planning, and meetings with minimal supervision. Able to manage multiple projects effectively.

Core competencies:

- Project & Program Management
- Internal & External Communication
- Database Tracking Management
- Customer Service Expertise
- Event Planning / Donor Relations
- Strategic Planning
- Community and Employee Engagement
- Problem Solving / Data Collection and Management
- Volunteer Management & Coordination
- Strong verbal, written skills, and organizational skills
- Financial oversight and forecasting
- Contract, Calendar, & Travel Management

Professional Experience

Feb 2024 – present CORE Construction, Arizona Flagstaff, AZ

Project Engineer / Project Coordinator

- 2024 – Assistant Project Manager on the Flagstaff Unified School District Marshall Elementary School (\$26M) in Flagstaff and the Mohave Community College Advanced Manufacturing Training Center (\$17M) in Kingman.
 - Reviewed & processed shop drawings and submittals, update drawings with as-builts information relating to ASIs, RFIs, PRs, and any field conditions
 - Ensuring conformance of materials to be installed have met the submittal documentation.
 - Create subcontract agreements, monthly pay applications, and track all change management items – subcontractor change orders.
- 2025 – Project Coordinator, Northern Arizona projects.
 - Assist in planning, organizing, and overseeing projects from start to finish.
 - Communicating with subcontractors, suppliers, and other stakeholders – i.e. contacting subs via phone & email regarding closeouts, providing Prelim information to suppliers, and able to communicate with PMs, Directors and teammates about status of project, working with accounting team.
 - Maintain project documentation and update project status reports – i.e. closeout templates, F&F, project directories, project tracker, understanding of company software programs.
 - Monitor project progress and identify potential risks/issues that may impact project timelines
 - Assist in budget tracking and cost control measures

May 2021 – June 2023 Northern Arizona University

Flagstaff, AZ

Assistant Director, Operations – Office of the President

- Fiscal oversight of President's Cabinet (University Administration and Support Services) as the Jurisdictional Financial Representative. This includes management of local, state, and foundation accounts for the President's Office, University Events, Government/External Affairs, Communications and Media Relations, Office of Native American Initiatives (ONAI), Office of General Counsel (OGC), Office of Inclusion and Access (DEIJ Initiatives), and Strategic Planning and Institutional Research and Analysis (SPIRA) preparing and forecasting budgets, generating reports for unit leadership, and advising on fiscal strategy to achieve departmental goals. Calendar and Travel Management/Oversight.
- Oversees procurement card liaison: oversight & management of card holder's internal usage for the University Administration and Support Services Cabinet.
- Oversight and management of President's Office Foundation account for sponsorships of statewide and local donation requests, special events, and other activities funded from the Foundation, including chamber events, galas, nonprofit and community engagement

opportunities, etc.

- Review and process all quotes and proposals to ensure contractual scope and purchase orders meet the terms and conditions required. Ensure timely payments are made to vendors.
- Assists the Community Relations AVP with the evaluation of all NAU non-profit sponsorships and relationships with outside entities via the President's Office, including dues payments, in-kind services, logo usage, table requests, volunteer opportunities, etc.
- Management of office administrative staff, including Administrative Services Assistant, Sr. and part-time and/or student employees.
- Manage multiple constituent databases and tracking for constituent outreach and communication.

Apr 2017- May 2021 Northern Arizona University

Flagstaff, AZ

Assistant Director, University Events

- Manages collaborative relationships and support other key university departments and personnel that engage in events-related activities, including the President's office, University Advancement and Foundation.
- Manage the participation of community and other key constituents in stakeholder engagement including Presidential hosted and sponsored events.
- Triage and liaison with external and internal constituents for event and programming and efforts. Including information requests and general questions.
- Assists the Director in preparing and monitoring departmental goals, develops strategies for increasing efficiency.
- Fiscal oversight for the department – budgeting, contracts, and payment processing

Apr 2016- Apr 2017 Northern Arizona University

Flagstaff, AZ

Community Relations Director, Office of the President

- Implement activities associated with capacity-building between the university and community.
- Assist with networking in the community and identifying opportunities for engagement by NAU administrators, faculty, and staff.
- Serve as the liaison between Northern Arizona University and downtown businesses.
- Work with Development officers, Alumni Association, Athletic Department, and other university departments to build relationships in the community.
- Worked with the Assistant Director, Off-Campus Life and Community Liaison Programs to coordinate high-level collaborative efforts between the City and NAU.
- Track and coordinate sponsorship requests to ensure the benefits and ROI are received.
- Coordinated and tracked invites and tickets to guests at sponsored tables at various community and campus events as well as the President's box at football games and the tailgate.
- Planned and managed implementation Salesforce, a CRM database in the President's office to track community leaders contact information and interactions as well as office inquiries.

Mar 2015 – Mar 2016 Arizona Public Service

Flagstaff AZ

Support Technician, Community Affairs

- Support seven Community Affairs managers statewide and leader, including juggling multiple projects/priorities that are confidential and require attention to detail to ensure deadlines are met.
- Supports statewide team with community outreach planning and our rate case strategy for the upcoming filing with the Arizona Corporation Commission.
- Coordinate meetings and events with elected officials, non-profits, and key account businesses to foster good relations with APS and maintain trust and positive support.
- Review and audit the team budget of \$2.1M to ensure expenses are coded correctly between ratepayer and shareholder expenses.
- Maintain / update database tracking of more than 1,000 community leaders, key businesses, and elected officials for rural and metro Arizona that are highly sensitive and classified.
- Built and maintained exceptional relationships with Flagstaff Mayor, Council and Coconino County Supervisors, as well as many other community leaders and stakeholders statewide.

Aug 2011 - Mar 2015 Arizona Public Service

Flagstaff AZ

Administrative Coordinator, Community Relations and Energy Delivery

- Perform administrative support functions for the Relationship Manager and the Energy Delivery Division manager. Coordinate and manage multiple priorities and projects, particularly around

- community events and community outreach.
- Work closely with Key Account and Community Influencers.
- Work with nonprofits, city, and county to educate on the APS energy assistance and energy efficiency programs.
- Primary contact for city and county project inspection communications.
- Mentor employees and Relationship Management team on outage/curtailment and Key Account/Community Affairs database.
- Budget/expenditure tracking.
- Database management: responsible for collecting and managing information for all key account and community account customers in the Northeast Region. (110 organizations, 318 contacts, and 85 elected officials).

Jun 2009 – Aug 2011 Ignace Brothers

Flagstaff, AZ

Office Manager / Construction Project Coordinator

- Analyze results of job costs to discover more efficient ways to utilize resources.
- Designated point of contact for clients on all commercial projects. Maintain/develop correspondence between all stakeholders to maintain and build successful relationships with industry partners.
- Conduct research and statistical reports to track all phases of each project and any changes/situations that arise. Review and track all scope and cost changes for projects up to \$3million.

Jan 2007 – May 2009 Dial Mechanical

Flagstaff, AZ

Office Manager

- Provide a wide range of administrative support to the Project Team including research, phone calls, material ordering, product information, cost tracking.
- Responsible for front office operations: general accounting, payroll, union reports, A/P, A/R.
- Maintain correspondence for both internal and external communication.

Apr 1997 – Jan 2007 Kitchell Contractors

Flagstaff, AZ

Field Administrator / Construction Project Engineer

- Managed all logistical arrangements for field projects ranging between \$100K-\$3.7million.
- Prepared statistical reports to track ROI. Verified and documented project costs.
- Manages effective document control mechanisms for the project to ensure that work is performed in accordance with contract documents and terms and conditions.
- Evaluates change order requests including design changes, specifications and drawing releases and reports status.
- Evaluates submittals of shop drawings, material data and samples and takes appropriate action based upon contract specifications.
- Reviews/processes as-built drawings ensuring all changes during construction are recorded.
- Review project schedules, assists project manager in the maintenance of it as requested.
- Manages the request for information process to facilitate the timely exchange of information between designer and contractor.
- Assists project manager in maintaining effective cost control mechanisms for the project.
- Completes project close out requirements in accordance with contract documents.
- Administers quality control program as outlined in the project procedures manual.
- Becomes familiar with safety requirements of the project and monitors compliance.
- Utilizes safe work practices and follows directives, policies, and procedures for assisting and maintaining a healthy and safe work environment.
- Maintains effective/professional relationships with owners, architects, engineers, and contractors.

Education & Certifications

Northern Arizona University – College of Engineering & Technology

Flagstaff, AZ

- B.S., Construction Management, Minor Business Administration 2001
- Master of Organizational Leadership, Project Management 2019
- Notary Public, Arizona
- QuickBooks Certified ProAdvisor

Community Engagement

- Coconino County Parks and Recreation Commissioner, District 4, 2010-2016
- Coconino County 4-H Community Club Leader, 2000-2016

- Flagstaff Chamber of Commerce Education & Workforce Development Committee, 2012 – 2017
- American Cancer Society Climb the Mountain Team APS Captain 2012-2015
- Flagstaff Leadership Program 2013
- Flagstaff Women’s Leadership Network Steering Committee, 2014 - present
- United Way of Northern Arizona APS Pacesetter Coordinator, 2011-2012
- United Way of Northern Arizona NAU Coordinator, 2018-2023
- United Way of Northern Arizona Community Investment Fund Committee, 2016-present
- Coconino County Fair 4-H livestock show emcee, 2016-present.
- Northern Arizona University Staff Advisory Counsel, 2022- 2023
- NAU Staff Advisory Council, Service & Engagement Committee Chair 2022-2023

**Courses
Taught**

Northern Arizona University

Flagstaff, AZ

- Spring 2025: PM 588 Project Scheduling and Control
- Spring 2024: PM 683 Project Strategies and Methodologies
- Fall 2024: PM 683 Project Strategies and Methodologies
- Spring 2024: PM 690 Capstone
- Spring 2023: PM 686 Project Administration
- Spring 2023: PM 588 Project Scheduling and Control
- Fall 2022: PM 690 Capstone
- Spring 2022: PM 690 Capstone
- Spring 2022: PM 683 Project Strategies and Methodologies
- Spring 2020: PM 683 Project Strategies and Methodologies

From: noreply@civicplus.com
To: [workforce development](#)
Subject: Online Form Submission #56396 for Workforce Development Board Nomination Form
Date: Wednesday, April 2, 2025 12:26:36 PM

Workforce Development Board Nomination Form

First Name	Sandra
Last Name	Hinski
Position/Title	Executive VPAA and Provost
Business/Organization Representing	<i>Field not completed.</i>
Please check one:	New Application
Representation – Complete One Section (1, 2, or 3) relevant to the category that you represent. All applicants must hold optimum policy-making authority or optimum hiring authority.	
Please check one identifier:	I hold optimum policy-making authority
Category 1: Business Representative	Other (Describe policymaking and/or hiring authority)
If Other is checked please describe policy making and/or hiring authority.	I oversee all of academic affairs at Coconino Community College. I am the executive sponsor of all the academic policies and have hiring authority
B. Select one of the following Business Types that you represent.	Private Sector Large/For-Profit Business (500 employees or more)
C. Describe the In-Demand Industry or Occupation represented by your business.	Community College and all the supporting industry partners
D. Describe Employment Opportunities in the In-Demand Industry or Occupation provided	all of CTE programs as well as transfer

by your business.

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

As the Provost, I serve as the chief academic officer, responsible for overseeing the academic integrity, strategic planning, and educational mission of the institution. My role involves leading the development and implementation of academic policies, ensuring they align with CCC's goals. Training and professional development are critical to maintaining a vibrant academic community.

F. Select Organization Type nominating you.

Local Business Organization (List Org Name)

List Organization name, if Local Business Organization is checked.

CCC

List Organization Name, if Business Trade Association is checked.

Field not completed.

Category 2: Workforce Representative

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

Field not completed.

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

Field not completed.

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

Field not completed.

C. If you selected Community-Based

Field not completed.

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

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

Field not completed.

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

Field not completed.

Category 3: Other Representative

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

Higher Education (Providing workforce development activities)

B. Name of Organization nominating you.

Coconino Community College

Additional Information:

Business/Organization 2800 S Lone Tree Rd

Address

City	Flagstaff
State	AZ
Zip	86005
Phone	<i>Field not completed.</i>
Fax	<i>Field not completed.</i>
Mobile	480-313-0094
Email address	sandra.hinski@coconino.edu
Website address	coconino.edu
Business license number	<i>Field not completed.</i>

1. The Coconino County Board of Supervisors values member diversity reflecting the demographics of Coconino County. Briefly describe how your appointment would contribute to the diversity of the Workforce Development Board. (Response Optional)

As Provost of Coconino Community College, I bring a deep understanding of the diverse educational, economic, and cultural landscape of our region. Our student body reflects the rich demographic makeup of Coconino County, including rural, tribal, first-generation, and underrepresented populations. My daily work involves advocating for equitable access to education, supporting career and technical training pathways, and fostering inclusive learning environments that address the unique needs of our community. Through my leadership in workforce development initiatives at the college, I work collaboratively with local industries, tribal nations, and community organizations to create responsive programs that prepare students for meaningful employment. My appointment to the Workforce Development Board would contribute not only a perspective rooted in education and policy, but also a strong commitment to representing and uplifting the voices of historically underserved populations across the county.

By bridging the gap between education and employment, I aim to ensure that workforce strategies are inclusive, culturally responsive, and aligned with the needs of all Coconino County residents.

2. Please list your current chamber and association memberships, the duration of each membership and the

None at this time

positions you currently hold.

3. Please list any professional award(s) or recognition you have received within the last 5 years.

Field not completed.

Coconino County WDB Related Questions

Please answer the following questions by attaching additional pages:

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

As Provost of Coconino Community College, I bring a comprehensive understanding of workforce development, academic programming, and regional labor market needs. My role involves collaborating with industry partners, community organizations, and educational institutions to design and implement programs that align with in-demand careers and economic development priorities throughout Coconino County.

I have extensive experience in developing career pathways that integrate academic learning with hands-on training, certifications, and work-based learning opportunities. This includes leading initiatives in areas such as healthcare, advanced manufacturing, and sustainable technologies—sectors vital to our regional economy. I also work closely with local employers to ensure our programs are responsive to evolving workforce needs and that students are equipped with relevant, job-ready skills.

In terms of leadership and governance, I contribute strong skills in strategic planning, data-driven decision-making, and cross-sector collaboration. I have overseen the creation of partnerships that connect education with workforce systems, including efforts that support adult learners, first-generation college students, and underserved populations.

These experiences uniquely position me to support the WDB's mission by contributing insight into workforce trends, aligning educational resources with employment opportunities, and advocating for equitable access to high-quality workforce development services across Coconino County.

2. Membership on the Coconino County WDB requires that each member attend a full WDB meeting every quarter, attend training sessions for board members and become

Yes

an advocate for workforce development. The time commitment for these activities ranges from 4 to 6 hours per month. Can you make this time commitment?

3. Serving on a subcommittee of the Coconino County WDB is strongly encouraged. The time commitment for this activity ranges from 3 to 4 hours per month. Can you make this time commitment?

Yes

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

I am deeply committed to advancing opportunities for career readiness and economic mobility.

Additional Required Documentation:

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

Upload Nomination Letter [040225 SHinski Letter of Support.pdf](#)

Upload Current Resume [Hinski_CV_CCC_Provost_EVP.pdf](#)

Signature and Acknowledgement:

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

Signature Sandra Hinski

Date April 2, 2025

To be completed by County official only *Field not completed.*

Date Received By
Coconino County

Field not completed.

Received By

Field not completed.

Field not completed.

Field not completed.

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

Sandra T. Hinski, PhD, RRT-NPS

Cell: 480-313-0094

sandrahinski@hotmail.com

Education

PhD: Human Systems Engineering

Ira A. Fulton Schools of Engineering
Arizona State University

2017

Focus of Coursework: Team Science, Interactive Team Cognition, and Team Effectiveness
Dissertation: Training the Code Team Leaders as a Forcing Function to Improve Overall Team Performance During Simulated Code Blue Events

Master of Science: Health Sciences with a Concentration in Respiratory Care

Georgia State University, Atlanta, Georgia

2009

Bachelor of Science: Major in Biology; Minor in Chemistry

Georgia State University, Atlanta, Georgia

2005

Associate of Science: Liberal Arts and Sciences

Monroe Community College, Rochester, New York

1997

Leadership and Related Experience

Vice President of Academic Affairs, interim: Paradise Valley Community College: Phoenix, AZ 12/23 – present

Paradise Valley Community College is one of the ten colleges in the Maricopa County Community College District. The college serves students approximately 5500 students at two campuses in north Phoenix, one located at Union Hills and 32nd Street and PVCC at Black Mountain which is in far north phoenix and provides access for the communities of Cave Creek and Carefree. As the VPAA at Paradise Valley Community College I serve as the chief academic officer and plan, direct, evaluate and provide oversight of all major academic college functions,

academic areas, and instructional support services and function under the direction of the College President. Responsibilities include:

- Plans, organizes, assigns, supervises, reviews and evaluates the work of staff
- Plans, directs and provides oversight of assigned College function, academic area, programs and instructional support services function
- Provides leadership and administrative direction related to strategic and operational planning
- Acts as an advisor to the College President regarding operations, HLC, programs and services
- Serves as College representative on boards, committees, and maintains working relationships with business, industry and community partners
- Oversees the development and implementation of programs, policies and procedures
- Oversees the supervision and evaluation of faculty and coordinates faculty professional development efforts
- Prepares and administers budgets; monitors/approves expenditures; administers and oversees contracts, grant funding and procurement activities
- Identifies and initiates innovative approaches to community engagement and related marketing and promotions
- Integrates and aligns strategic mission and goals with that of the College and District
- Prioritizes projects and initiatives in alignment with organizational objectives
- Ensures compliance with applicable laws, regulations, codes, accreditation, and standards
- Performs, directs and oversees the conduct of performance evaluations, training, hiring, discipline and termination procedures

Dean of Career and Technical Education: Paradise Valley Community College: Phoenix, AZ 02/21 – present

As the Dean of Career and Technical Education I provide leadership the multiple divisions including Business and Information Technology, Fine and Performing Arts, Social Sciences, Health and Exercise Science, and Nursing. I also provided leadership and oversight to the Curriculum and Scheduling office. Other responsibilities include:

- Identifies, develops, and maintains liaisons with CTE organizations, businesses, and industry
- Provides leadership for academic and occupational program review process
- Supervises curriculum and scheduling office
- Service on district curriculum committee
- Manages projects relating to articulation and curriculum
- Actively participates in various advisory councils
- Provides leadership and support for specialized program accreditation
- Collaborates with the Office of the President to assist college leadership with recruiting and retaining faculty

- Conducts faculty evaluations
- Assists faculty academic leaders on scheduling
- Performs duties on executive councils and committees
- Grant administrator
- Oversees Prop 301 and Carl Perkins budgets
- Manages academic affairs operational budget
- Co-Chair of the Compliance Committee
- Higher Learning Commission task force member
- Bachelor's degree task force member
- Strategic enrollment management team member
- Strategic plan team member
- Member of the Adjunct Faculty Handbook Collaboration Team (AFHCT)
- Supervision pay taskforce member and district Dean representative

Residential Faculty (Full-time): GateWay Community College Phoenix, AZ 01/10-12/21

- Taught a variety of courses in the Respiratory Care Program in multiply modalities
- Instructed, organized, and developed curriculum to prepare a diverse population of students for the national level board exams
- Utilized technology to create positive and successful student learning outcomes.
- Designed curriculum to ensure the Commission on Accreditation for Respiratory Care standards are met.
- Encouraged student and faculty involvement as a way to promote social and personal growth in the college and surrounding community
- **Academic leadership and management roles across organizations with a supervisory role in higher education:**
 - **Division Chair:** Medical Imaging and Cardiopulmonary Sciences Division 07/19 – 02/21
 - **Program Director:** Respiratory Care Department 5/17 – 01/20
 - **Director of Clinical Education/Clinical Coordinator:** Respiratory Care Department 01/13 – 12/20

Research Affiliate: Mayo Clinic Phoenix, AZ 04/15 – 12/17

The Mayo Clinic in Arizona is the No. 1 hospital in Arizona and one of the top 20 hospitals in the nation for 6 consecutive years. In my role as research affiliate, I coordinated research with the pulmonary and critical care medicine departments. Some notable accomplishments I competed while there include:

- Coordinated and organized multiple departments providing leadership and instruction during an interdisciplinary training project
- Provided oversight and support of personnel payments and purchasing of equipment relating to the research grant

- Applied and maintained IRB application during entire research projects
- Published research results

Adjunct Faculty: GateWay Community College Phoenix, AZ 08/09-12/09

- Respiratory Care Program courses in pharmacology, neonatal and pediatric care

Teaching Assistant: Georgia State University, Atlanta, GA 06/08 – 08/08

- Assisted instruction of Advanced Cardiac Life Support (ACLS) to undergraduate seniors in the Respiratory Therapy program
- Taught all aspects of electrocardiogram (ECG) interpretation
- Administered and reviewed ECG clinical simulations
- Presented all topics relating to ACLS pharmacology and airway management

Respiratory Therapist: Emory University Midtown Atlanta, GA 01/08 – 05/09

- Externship focusing on advanced practice

EMT-I: Rochester, NY and Atlanta, GA 5/97 – 6/08

- Rural Metro Rochester, NY 5/97 – 11/01
- Grady Memorial Hospital Atlanta, GA 4/02 – 6/08

Professional Affiliations, Memberships, and Certifications

- Certificate: The Academy for Leadership and Development
- Member: Maricopa County Community College District United Tribal Employee Council (UTECE)
- Member: National Lambda Beta Honor Society for Respiratory Care
- Member: American Association for Respiratory Care (AARC)
- Member: Arizona State Society of Respiratory Care (AzSRC)
- Member: Saint Regis Mohawk Tribe, Enrollment Number C-3851
- National Incident Management System (NIMS) FEMA
- Introduction to the Incident Command System (ICS) FEMA
- Defense Against Weapons of Mass Destruction, Emergency Responder - Awareness

Development Activities

- **League of Innovation Executive Leadership Institute:** December 2022
- **Title IX Training:** October 2022
- **Advanced Chair Academy:** January 2021

- **Chair Academy:** February 2019

Professional Credentials

- Registered Respiratory Therapist (RRT)
- Neonatal Pediatric Specialist (NPS)

Personal Awards and Grants

- CoARC Louis Sinopoli PhD, RRT, FAARC Faculty Educational Research Grant
- Ronald E. Thomas and Sharon W. Thomas Ira A. Fulton Schools of Engineering Endowed Graduate Fellowship
- Center of Science for Healthcare Delivery at Mayo Research Acceleration Grant
- Certificate of Clinical Excellence 2009: Georgia State University
- Faculty Recognition Award 2009: Georgia State University

Selected Publications

Kacmarek, R, Stoller, J, Heuer, A. *Egan's Fundamentals of Respiratory Care*. ed 12 St. Louis, MO, 2020, Elsevier. Authored workbook, power points, test bank, instructor's manual.

Gardenhire DS: *Rau's Respiratory Care Pharmacology*, ed 10, St. Louis, 2019, Elsevier. Authored Workbook, power points, test bank.

Burton, G, Des Jardins, T. *Clinical manifestations and Assessment of Respiratory Disease*, ed 8 St. Louis, MO, 2020, Elsevier. Authored workbook, power points, test bank, instructor's manual.

Cairo JM: *Pilbeam's mechanical ventilation*, ed 7, St. Louis, MO, 2018, Mosby. Authored workbook, power points, test bank, instructor's manual.

Walsh, B. *Neonatal and Pediatric Respiratory Care*, ed 5. St. Louis, MO, 2018, Elsevier. Authored power points, test bank, instructor's manual.

Hinski, S., Cooke, N. J., McNeese, N., Sen, A., & Patel, B. (2016). A Human Factors Approach to Building High-Performance Multi- Professional Cardiac Arrest Teams: Developing a Code Blue Team Performance Metric. *Proceedings of the International Symposium on Human Factors and Ergonomics in Health Care*, 5(1), 68–71.

Kacmarek, R, Stoller, J, Heuer, A. *Egan's Fundamentals of Respiratory Care*. ed 11 St. Louis, MO, 2016, Elsevier. Authored workbook, power points, test bank, instructor's manual.

Mottram, C. Ruppel's Manual of Pulmonary Function. ed 11 St. Louis, MO, 2016, Elsevier. Authored workbook, power points, test bank, instructor's manual.

Cairo JM: *Pilbeam's mechanical ventilation*, ed 6, St. Louis, MO, 2015, Mosby. Authored workbook, power points, test bank, instructor's manual. Gardenhire DS: *Rau's Respiratory Care Pharmacology*, ed 9, St. Louis, 2015, Elsevier. Authored Workbook, power points, test bank.

Hinski, ST: *Respiratory Care Clinical Competency Lab Manual*. ed 1, St. Louis, MO, 2013, Elsevier.

Cairo JM: *Pilbeam's mechanical ventilation*, ed 5, St. Louis, MO, 2012, Mosby. Authored workbook chapters for Neonatal and pediatric mechanical ventilation and Ventilator Associated Pneumonia. Gardenhire DS: *Rau's Respiratory Care Pharmacology*, ed 8, St. Louis, 2012, Elsevier. Authored power points, test bank, instructor's manual.

Hinski S.T., Goodfellow, L.T., Bryant, L.O., Zimmerman, R. (2011). Survey of Knowledge and Confidence of Respiratory Therapy Students Regarding Tuberculosis. *Respiratory Care Education Annual*, 20, 45-62.

Hinski, S. T. (2008). Clinical Survival Guide For the RT Student: What You Need To Know About Clinicals But Were Afraid To Ask. *AARC Times Special Education Bulletin*.



Office of The President

Dr. Eric Heiser, President

April 2, 2025

Coconino County Workforce Development Board
219 E. Cherry Ave.
Flagstaff, AZ 86001

Dear Members of the Coconino County Workforce Development Board,

It is my pleasure to write this letter of recommendation for Dr. Sandra Hinski, Provost & Executive Vice President of Academics of Coconino Community College, to serve as a member of the Coconino County Workforce Development Board. Dr. Hinski is a proven leader in Career and Technical Education (CTE) and workforce development, and she would be an outstanding addition to the Board.

Dr. Hinski brings over 16 years of experience in higher education, with her entire career dedicated to advancing CTE programs that connect learners to meaningful careers. She is widely regarded across Arizona—and nationally—as a subject matter expert in workforce training strategies that align with labor market needs and create pathways to life-sustaining wages. Her deep understanding of how education, industry, and community intersect has made her a sought-after voice in shaping responsive, high-impact workforce initiatives.

As Provost of Coconino Community College, Dr. Hinski has played a key role in elevating our CTE offerings and forging new partnerships that deliver real value to both students and employers. Her perspective and leadership would be an incredible asset to the Workforce Development Board as it seeks to strengthen and expand workforce solutions throughout our region.

Perhaps most importantly, Dr. Hinski's service on the Board would create a stronger bridge between Coconino Community College and the County's workforce ecosystem. Her presence would enhance collaboration, improve alignment between educational programming and industry demand, and help ensure our collective efforts result in more residents gaining the skills they need to thrive.

I enthusiastically recommend Dr. Sandra Hinski for appointment to the Coconino County Workforce Development Board. Her expertise, strategic mindset, and commitment to community impact make her exceptionally well-suited for this important role.

Please don't hesitate to contact me if I can provide additional information.

Sincerely,

Eric A. Heiser, PhD
President & CEO
Coconino Community College

Coconino County Workforce Development Area
YTD Expenses as of 3/31/25
Fiscal Year 2025

Money In

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

Money Out

	Budget	Jul-Sep Expenses Quarter 1	Oct-Dec Expenses Quarter 2	Jan-Mar Expenses Quarter 3	Apr-Jun Expenses Quarter 4	Expenditures Total	% of Budget Remaining	% of Year Remaining
Subrecipients								
One-Stop Operator	\$ 126,876	\$ 39,758	\$ 30,563	\$ 43,172		\$ 113,493	11%	25%
Service Provider	940,000	-	53,728	110,160		163,889	83%	25%
Special Funding								
One-Time Funding	159,774	53,292	2,320	-		55,612	65%	25%
Rapid Response Salary and ERE	357,988	23,089	29,538	25,950		78,577	78%	25%
Rapid Response Operations/Travel	132,092	10,539	-	880		11,419	91%	25%
Regular WIOA Expenses								
Salary and ERE	205,374	154,279	115,951	89,501		359,731	-75%	25%
Operations	200,000	34,290	23,917	96,947		155,155	22%	25%
Travel	15,000	208	8,864	2,281		11,353	24%	25%
Expense Total	\$ 2,137,104	\$ 315,454	\$ 264,882	\$ 368,892	\$ -	\$ 949,228	56%	25%

Youth Requirement Tracking (through Q3)	PY23 Category Expenses	PY23 Allocation	% of Allocation	YTD Category Expenses	YTD Total Youth Exp	% of YTD Expenses
Out-of-School Youth % of Total Youth (should be at least 75%)	\$ 179,473	\$ 423,113	42%	\$ 148,652	\$ 173,186	86%
WEX % of Total Youth (should be at least 20%)	\$ 7,675	\$ 423,113	2%	\$ 7,675	\$ 173,186	4%

Expiring Funding Overview

Funding to Expire by June 30th, 2025	\$ 862,522
YTD Expenditures in Expiring Funds	500,301
Remaining	\$ 362,221 42%

Coconino County Workforce Development Area
One-Time Funding Expenses as of 3/31/2025
Fiscal Year 2025

Marketing

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

94%

Atlas Referral System

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

2%

Summary

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

65%

WIOA One-Stop Operator Monthly Report

Month: April 2025

Reporting Agency: CPLC OSO, Heather Bachicha

- **Introduction:** April came and went so fast, I am blown away. With new staff with Title 1B, it has brought some fresh new eyes to the team. I am very excited to have them ask great questions to build an understanding of Atlas and partnerships with other titled partners.
- **Atlas Updates:**
 - 83 total referral since February entered into Atlas
 - Title 3 is sending great referrals to Title 1B
 - Title 1 is working hard to complete client intake and services
 - Kiosks traffic at the One Stop – 20 clients for April 2025
 - Second Friday of each month will now be Atlas Training sessions held at the One Stop

Customer Services Total Customers Served:

- New Customers: 71
- Returning Customers: 401
- **Service Breakdown:**
 - Unemployment Assistance: 141
 - Initial Assessments: no data reported
 - Career Counseling: no data reported
 - Resume and Cover Letter Assistance: 82
 - Job Search Workshops: no data reported
 - Other Services (Specify):
 - Job placements: 7
- **Customer Satisfaction:**
- **Employer Services**
 - **Total Employer Interactions: No data reported**
 - New Employer Contacts:
 - Existing Employer Meetings:
 - **Services Provided: No data reported**
 - Job Posting Assistance:
 - Recruitment Events Held:
 - On-the-Job Training (OJT) Agreements Signed:
 - Other Services (Specify):
- **Program participation**
 - **WIOA Title I Adult Participants: No data reported**
 - Enrolled in Training:
 - Placed in Employment:
 - **WIOA Title I Youth Participants: No data reported**

- Enrolled in Education/Training:
 - Placed in Employment:
 - **Other Programs (if applicable):**
 - Vocation Rehab (Title IV)
 - New Clients: 13
 - Continuing Clients: 678
 - Job placements: 7
- **Success Story from Title 3: 2025 Page Stand Down**
 - We were honored to participate in the Page Stand Down this year. It is a special event for our Veterans who need resources and can get them in one location. We witnessed the Veteran Mounted Riders present to start our event in full colors. We also watched the City of Page receiving the “Purple Heart Community Award”. There were a lot of supportive vendors, and we were all there for the same cause. We want to assist our Veterans.
 - One story I would like to share is the personal impact made on one veteran’s life on the first day of the stand down. His name is Chris, he was brought to the Arizona @ Work table. Chris was looking for a job. Jennifer Gale sat with Chris and enrolled him into the Arizona Job Connection website. While they were completing the process, a gentleman came to our table and asked Chris if he was looking for work. This gentleman has connections through the Elk’s club, which is the location where the event was held. Chris told him yes, he was looking for work. The gentleman told him to call him on Monday, and they would work out a plan. Chris told him he would love to, but his phone would be turned off because he did not have the \$93.00 to pay his bill. WELL, this gentleman gave Chris a \$100.00 bill to pay his phone bill. WOW, how things just fall into place. When Chris and Jennifer finished, he said Thank you. The staff in the kitchen that was feeding the vendors. Yes, Chris got fed too. Then Chris left.
 - On Thursday, Chris came back to the stand down. He had his phone bill paid and got a haircut. I asked him how his new job was going. He smiled and told me that “WE” saved his life yesterday. Chris went on to tell me that on Wednesday morning, he was looking over a cliff and was thinking about ending his life. He heard a voice that told him, “Don’t Do It”. He sat down to weep. He called a friend, and she told him about our stand down to come there for help. So he did. He was so grateful that Jennifer helped him get registered. He was so grateful to the gentleman who hired him and paid for his cell phone bill. He was so grateful for the meal that was provided to him. I smiled, knowing that what we do matters.
 - **Challenges and Opportunities: Challenges have been assisting teams with Atlas and a change to how we all serve clients. But with the challenges, new monthly training sessions have been added for partners to join in person to get a better understanding of processes, standards of referrals, supervisors will learn to create reports.**
 - **Next Steps: Next Atlas training is Friday May 9. OPS meeting is Tuesday May 20.**

Adult, Dislocated Worker, & Youth

CCWDB Service Provider Updates

May 2025

Sandra Darling, Program Manager

Aaron Moon, Regional Director



COCONINO COUNTY

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Team Updates!

- We have a full complement of staff for the first-time since November!
 - Sandra Darling – Program Manager
 - Kenny Anderson – Business Services/Quality
 - Thomas Yellowhair – Career Coach
 - Luke Metzheiser – Career Coach
 - Cori Cusker – Career Coach



Enrollments and Placements Program YTD

- **43 Participants Served**
- **New Enrollments**
 - 21 Adults
 - 3 Dislocated Workers
 - 2 Youth



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Engaging Youth

Page High-School

Hal Jenson Recreation Center

Coconino Community College

Summit High School

Coconino High School Career Fair



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Arizona Apprenticeship Summit

- Attended by Program Manager and Youth Career Coach
- Great insights and shared successes on value of Registered Apprenticeships within Workforce Development Systems
- Team will work on establishing strong relationships with employers to build RA pipelines
- Individual Training Accounts (ITA), On-the-Job Training (OJT), Work Experience, and Incumbent Worker Training (IWT) are all WIOA services that can be leveraged to support established Registered Apprenticeships

Arizona Registered Apprenticeship Summit 2025

April 10, 2025

Desert Willow Conference Center / Phoenix, AZ

8:00 am- 5:00 pm

For over 80 years, Arizona's Registered Apprenticeship Program has been a cornerstone in developing a skilled workforce and boosting economic growth. This inaugural event will bring together employers, educators, and industry experts to discuss how registered apprenticeships can transform lives and strengthen communities, by closing skills gaps and creating talent pipelines.

What to Expect:

- » Expert speakers and thought leaders
- » Interactive exchange workshop designed to spark innovative ideas
- » Network with professionals who share your commitment to talent development
- » Learn the basics of Arizona's Registered Apprenticeship Program and how to integrate them into your community



Establishing Strategic Partnerships

- Coconino County Accommodation School District
- Working Alternative, Inc
- Adult Probation and Criminal Justice Coordinating Council
- Coconino Community College
- Page Chamber of Commerce
- Greater Flagstaff Chamber of Commerce
- Flagstaff Unified School District
- Northern Arizona University
- Page Unified School District



1. *CBO's feed workforce services*
2. *Workforce services are informed by employer skill demand*
3. *Workforce Services develop talent aligned with skill demand*

EXPLO

- Ongoing Employer and Participant Recruitment
- Some Great Employer Partnerships
 - Coconino County
 - Flagstaff Optimal Health and Weight Management
 - Kickstand Kafe
 - BearJaw Events
 - Community Assistance Teams of Flagstaff
 - Creative Flagstaff
 - Williams Unified School District
 - Boys and Girls Club Flagstaff
 - Tynkertopia, Inc.
 - Little America Flagstaff

Coconino Summer Career EXPLO
Career Experiential Learning Opportunities for Young Adults



Build Confidence and Discover Career Interests

ARIZONA @WORK™
COCONINO COUNTY
A proud partner of the americanjobcenter network



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

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

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

Young Adult Paid Internship Opportunities!

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

Experience Tomorrow, Today – Scan the QR Code!



How can you help?

Any connections to Out-of-School Youth are appreciated!

- High School dropouts
- High School Graduates not attending post-secondary school

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COCONINO COUNTY

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NAWDP Attendance



- Program Manager report out/reflection
- Next year we will submit a proposal to present on strategic initiatives that are working well in Coconino County



Questions