



Innovative Workforce Solutions

WORKFORCE ARIZONA COUNCIL

Q2 2026 Full Council Meeting

Thursday, May 14th, 2026 | 1:00 pm – 3:00 pm

Hybrid Meeting

In-Person Location: 1700 W Washington Street Phoenix, AZ 2nd Floor Conference Room

Zoom: <https://us02web.zoom.us/j/85113856459?pwd=5hP7LHnMEjI7IR6L8GbdQGqbToqXnm.1>

Meeting ID: 851 1385 6459

Passcode: 266692

-
1. **Welcome & Call to Order**, Chair Mark Gaspers (2 minutes)
 2. **Roll Call**, Giselle Retana, Workforce Council Administrative Coordinator (3 minutes)
 3. **Chair Selection Announcement**, OEO Director Mary Foote (12 minutes)
 4. **Call to the Public**, Chair John Walters (3 minutes per person)
 5. **Consent Agenda, Vote** Chair John Walters (3 minutes)
 - a. **March 12, 2026 Full Council Meeting Minutes**
 - b. **LWDB Job Center Certification (New Center)**
 - i. Yavapai County
 - c. **April 16, 2026 Special Full Council Meeting Minutes**
 6. **Governance and Compliance**, Patrick Brown, Workforce Council Administrator (8 minutes)
 - a. **LWDB Membership Vacancy Waiver Request, Vote**
 - i. Coconino County Workforce Development Board
 - b. **2025 LWDB Recertifications, Vote**
 - i. Coconino County Workforce Development Board
 - ii. Arizona Tribal Workforce Development Board
 - c. **Local Plan Modification Updates**, Jeremy Smith, Governance & Compliance Advisor
 7. **Coconino County Local Workforce Development Board Inquiry Report, Vote**, Patrick Brown, Workforce Council Administrator (5 minutes)
 8. **Governor's Set-Aside Funding Update**, Ian O'Grady, Senior Policy Advisor & Erin Hart, Director, Office of Strategic Initiatives & Policy Advisor, Higher Education & Early Education (10 minutes)
 9. **Workgroup Updates** (10 minutes)
 - a. **Training Effectiveness**, Council Member Kristen Mackey
 - b. **Continuous Improvement**, Chair John Walters
 10. **Workforce Pell**, Erin Hart, Director, Office of Strategic Initiatives & Policy Advisor, Higher Education & Early Education (12 minutes)
 11. **PY 26/FY27 Final Funding Allocations**, Manny Estrella, Regulatory Economist (10 minutes)
 12. **Agency Updates:**
 - a. **OEO: Director Mary Foote** (15 minutes)
 - i. General Updates
 - ii. Welcome: New Workforce Arizona Council Staff
 - iii. 2026 Arizona Workforce Summit Update
 - iv. Latest AZ Employment Report, Doug Walls, Labor Market Information Director
 - b. **DES: DERS Assistant Director, Anna Hunter** (25 minutes)
 - i. Recapture and Reallocation Briefing for PY24/FY25
 - ii. Statewide Initiatives Briefing
 1. Recaptured Funding - Final and Projected
 - a. Year 1 & Year 2
 2. ADES' Statewide Activities, Proposal & Cost
 - iii. Workforce Innovation and Opportunity Act (WIOA) Rapid Response Unit
 13. **Adjournment** Chair John Walters (1 minute)

Pursuant to A.R.S. § 38-431.02, notice is hereby given to members of the Workforce Arizona Council and to the general public that the Council will hold a meeting open to the public, on Thursday, May 14th, 2026 at 1:00-3:00pm. via Zoom and/or in-person.

Persons with a disability may request reasonable accommodation, such as a sign language interpreter, by calling (480) 904-0826. Requests should be made as early as possible to allow time to arrange the accommodation. A copy of the material provided to Council members (with the exception of material relating to possible executive sessions) is available for public inspection at the Office of Economic Opportunity, located at 1400 W Washington St., Phoenix, AZ 85007

Under A.R.S. § 38-431.03(A)(3), the Council may vote to go into executive session, which will not be open to the public, for the purpose of obtaining legal advice on any item on the agenda.

At its discretion, the Council may consider and act upon any agenda item out of order. Members of the Council may appear by telephone.



OFFICE OF
ECONOMIC
OPPORTUNITY

Workforce Arizona Council Meeting

Full Council
May 14, 2026

Welcome & Call to Order

Mark Gaspers, Chair



Roll Call

Giselle Retana, Workforce Arizona Council
Administrative Coordinator



Chair Selection Announcement

Mary Foote, OEO Director



Call to the Public

John Walters, Chair



Consent Agenda

- **Approval of Meeting Minutes: March 12, 2026 Full Council Meeting**
- **LWDB Job Center Certification (Yavapai County - New Center)**
- **Approval of Meeting Minutes: April 16, 2026 Special Full Council Meeting**

Governance and Compliance

Patrick Brown, Workforce Council Administrator



Membership Vacancy Waiver Request

Patrick Brown, Workforce Council Administrator



Membership Vacancy Waiver Request

- Council's Local Board Governance Policy
 - *“Vacancies. LWDB vacancies and reappointments must be filled within 120 days of vacancy. In the event a vacancy cannot be filled within 120 days, the CEO must request a waiver in writing to the Workforce Council Project Manager with an explanation of why a vacancy was not filled in the 120 day timeframe and a description of the process to fill the vacancy. The CEO must maintain written approval of the waiver request by the Council and will be monitored according to the process outlined in their approved waiver request.”*
- Coconino County Workforce Development Board
 - Board Membership Waiver Request
 - Business Seat (October 14, 2025)
 - Business Seat (November 12, 2025)
 - Business Seat (November 12, 2025)
 - Workforce Representation Seat (November 12, 2025)

Action Item: Motion to approve the Coconino County Workforce Development Board Membership Waiver Request to the Full Council.



2025 LWDB Recertifications

Patrick Brown, Workforce Council Administrator



2025 LWDB Recertification - Coconino County

Coconino County Workforce Development Board

- Compliance Report
 - CCWDB has approved the appointment of a new Executive Director
- Recertification
 - CCWD and the county BOS have approved the board bylaws, Shared Governance Agreement (SGA), and overall recertification package at their most recent meetings.
 - CCWDB has requested a vacancy waiver for four membership seats and plans to bring board composition into compliance by June.

Action Item: Motion to approve the 2025 LWDB Recertification of Coconino County as presented to the Full Council for final consideration.



2025 LWDB Recertification - ATWDB

Arizona Tribal Workforce Development Board

- **Key Outcomes:** ATWDB has made measurable progress toward recertification and resolved nearly all required compliance items.
- **Documents successfully submitted:**
 - Signed Consortium Agreements (all 13 tribal governments)
 - Signed Shared Governance Agreements (all 13 tribal governments)
 - MOUs (all 13 Tribal Governments)
- **Remaining/ongoing items:**
 - Local Plan drafted and released for public comment on April 21, 2026; anticipated WAC approval in September 2026
 - One-Stop Operator procurement was unsuccessful; ATWDB is pursuing a federal waiver to allow each Tribal Nation to define service delivery within its own community
- **Staff summary / next steps:**
 - Staff recommends conditional recertification based on substantial progress and good-faith efforts
 - Staff will continue technical assistance and monitor completion of the Local Plan and waiver process

Action Item: Motion to conditionally recertify the Arizona Tribal Workforce Development Board, contingent upon Local Plan approval and approval/implementation of a federal One-Stop system waiver, as presented to the Full Council for final consideration.



Local Plan Modification and Recertification Updates

Jeremy Smith, Governance & Compliance Advisor



Local Plan Modification and Recertification Timeline

DATE	SCHEDULE
May 18, 2026	Guidance/Timeline to LWDBs
May - October 2026	Local Plan Modification Work
June 3 and June 25, 2026	In-Demand Industries and Occupation Webinars
October 30, 2026	Local Plan Modifications DUE
November 2026	Council Staff Review/Feedback to LWDBs
January 29, 2027	Final Submissions Due
February 2027	Council Approval (Executive Committee)
March 2027	Council Approval (Full Council)
April 1, 2027	Local Plan Modifications Effective

Coconino County Local Workforce Development Board Inquiry Report

Patrick Brown, Workforce Council Administrator



Coconino County Local Workforce Development Board Inquiry

Overview:

- Inquiry found that Coconino County's issues had escalated from recertification delay to governance and compliance risk.
- Original findings included concerns related to the 2025 Shared Governance Agreement, 2023 bylaws, role clarity, and documentation of leadership actions.
- Through the recertification process, Coconino County has addressed the Shared Governance Agreement, bylaws, and roles/responsibilities issues.
- The inquiry remains part of the official record because some original governance actions, including the LWDB Chair removal process, could not be fully verified at the time of review.

Action Item: Motion to approve and accept the recommendations in the inquiry report and provide formal notification to the Coconino County Workforce Development Board.

Governor's Set-Aside Funding Update

Ian O'Grady, Senior Policy Advisor and
Erin Hart, Director of Strategic Initiatives



Governor's Set Aside - New Initiatives

Purpose:

The Governor's Set Aside allows for a portion of WIOA funds to be spent at governors' discretion - an opportunity to fund key workforce priorities, lead on innovative ideas, and improve workforce systems.

New FY27 Governor's Set-Aside initiatives include:

- **AI Readiness Pilot Program** (\$800,000 - Agency Partner: OEO)
- **Semiconductor Talent Pipeline** (\$800,000 - Agency Partner: ACA)
- **Reentry 2030** (\$300,000 - Agency Partner: ADCRR)
- **Workforce Pell Implementation** (\$200,000 - Agency Partner: OEO)
- **Education Pathways** (\$100,000 - Agency Partner: OEO)

Workgroup Updates

Workgroup Executive Members



Continuous Improvement, Chair John Walters

- **Overview of Workgroup Objectives and Metrics**

Focus Areas:

- Governor's Reserve Funds Policy Framework
- Continuous Improvement & Performance Framework
- Funding & Sustainability Outlook

Goals:

- Strengthen strategic workforce investment governance;
- Improve statewide performance accountability through data-driven outcomes and transparency; and
- Enhance cross-system coordination and sustainability to maximize workforce impact and efficiency.

- **Next Steps & Action Items**

- Next Meeting: June 2026
- Future Workgroup Focus





Workforce Pell 2026

**Erin Hart, Office of Strategic Initiatives & Policy Advisor, Higher
Education & Early Education, Governor's Office**

Workforce Pell

Program Eligibility - as established in HR1

- 8-15 weeks (between 150 and 600 clock hours) in length
- High-skill, high-wage, or high -demand industry sectors or occupations
- Leads to a postsecondary credential that is stackable and portable across employers
 - Exception for occupations with only 1 credential
- Articulates to one or more additional certificate or degree programs
- Program must be in operation for at least 1 year



How is Arizona Preparing?

- **Governor's Office and OEO are leading implementation**
 - OEO - manages the in-demand job list and Workforce Arizona Council
- **Identified OEO as the lead implementation agency**
- **Created a Working Group to advise on policy framework**
 - Includes a representative group of experts from higher education, business, apprenticeships, financial aid, FAFSA, communications and more.



How is Arizona Preparing?

- **Short-Term Goal - To have a pilot set of programs to submit to the US Department of Education for approval in summer 2026**
- Working to create a draft framework and letter of interest for higher education programs to respond to



How is Arizona Responding?

Expectations

- WF Pell is another tool in the toolbox, not a silver bullet
- Focus on quality over quantity
- Expect version 1.0 of our state policy that will be improved over time
- Expect to serve all students and adult learners



How is Arizona Preparing?

Accomplished to Date

- Analysis of ETPL for potentially eligible programs, reviewed similarities and differences of ETPL and Workforce Pell
- Review of apprenticeship programs for potentially eligible programs
- Provided feedback in April on the negotiated rule to the US Department of Education



Role of the Workforce Arizona Council

- 1. Makes recommendations to the Governor for eligible programs and institutions; Governor certifies**
- 2. Sets state policy for Workforce Pell**
- 3. Approves in-demand job list; Validates labor market alignment**
- 4. Connecting WF Pell to WIOA & ETPL strategy**
- 5. Monitors outcomes & quality**



PY 26/FY27 Final Funding Allocations

Manny Estrella, Regulatory Economist

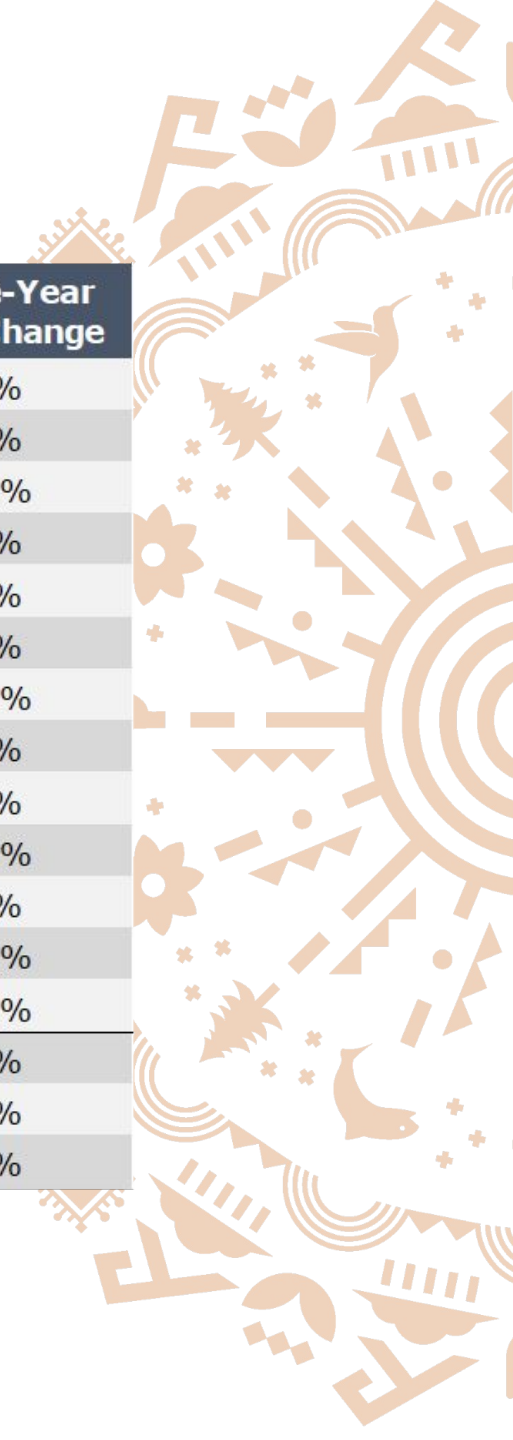


DOL Funding Allocation Methodology

- U.S. Department of Labor (DOL) Methodology:
 - States' funding is based on unemployment levels and disadvantaged population levels.
 - States with higher unemployment receive more funding.
- DOL total allocations for Arizona for PY 26 (July 1 2026 - June 30 2027)
 - **\$60,118,555**
 - **8.4%** decrease in funding statewide from PY 25
- Arizona's economic conditions remained strong relative to other states, and has therefore received a smaller share of funding.



PY26 Funding Allocations: Adult



Local Workforce Development Area	PY 25 Allocation	PY 26 Allocation	Over-the-Year Change	Over-the-Year Percent Change
North Eastern Arizona (Apache/Navajo/Gila)	\$296,932.37	\$277,304.75	-\$19,627.62	-6.6%
South Eastern Arizona (Cochise/Graham/Greenlee)	\$359,792.61	\$340,038.84	-\$19,753.77	-5.5%
Coconino County	\$233,885.83	\$193,424.21	-\$40,461.62	-17.3%
Maricopa County	\$3,533,179.57	\$3,277,862.26	-\$255,317.31	-7.2%
Mohave/La Paz	\$577,950.11	\$526,664.29	-\$51,285.82	-8.9%
Navajo Nation	\$865,658.05	\$794,194.95	-\$71,463.10	-8.3%
City of Phoenix	\$2,613,159.69	\$2,320,368.28	-\$292,791.41	-11.2%
Pima County	\$1,921,543.10	\$1,834,699.27	-\$86,843.83	-4.5%
Pinal County	\$782,904.52	\$731,913.37	-\$50,991.15	-6.5%
Santa Cruz County	\$292,065.58	\$259,125.74	-\$32,939.84	-11.3%
Arizona Tribal Workforce	\$1,163,738.57	\$1,111,587.07	-\$52,151.50	-4.5%
Yavapai County	\$411,854.52	\$331,942.59	-\$79,911.93	-19.4%
Yuma County	\$3,540,161.48	\$3,181,551.38	-\$358,610.10	-10.1%
Local Area Distribution	\$16,592,826.00	\$15,180,677.00	-\$1,412,149.00	-8.5%
Governor's Set Aside	\$2,928,146.00	\$2,678,942.00	-\$249,204.00	-8.5%
Total Funds	\$19,520,972.00	\$17,859,619.00	-\$1,661,353.00	-8.5%

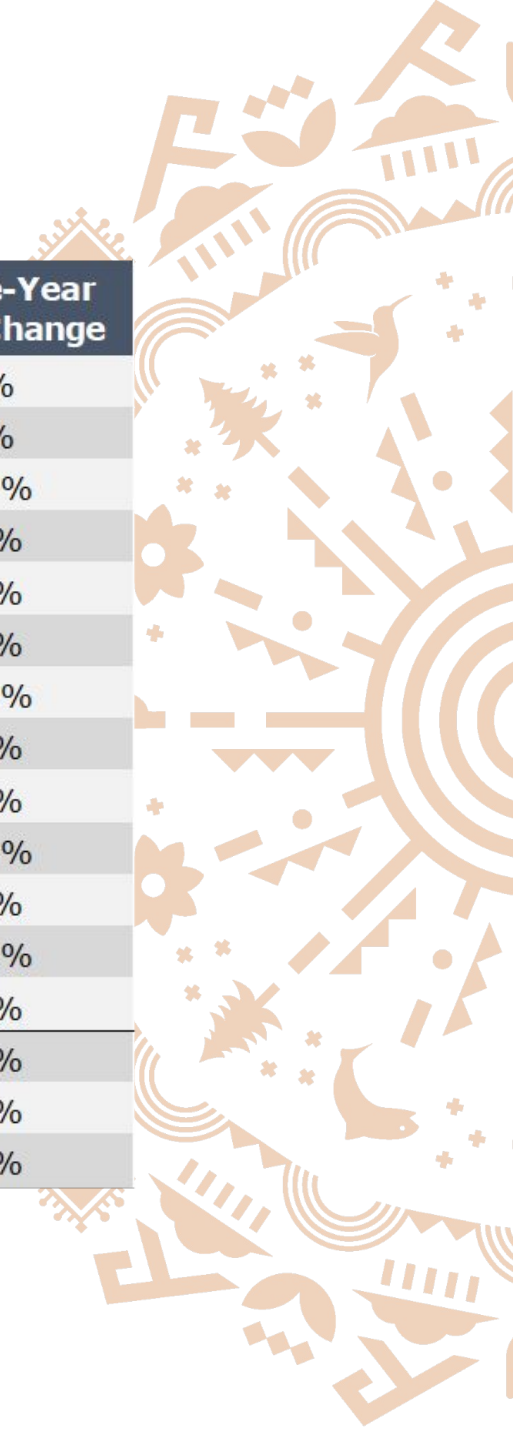
PY 25 Allocation: Discretionary Formula, 100% weight on excess poverty

PY 26 Allocation: Discretionary Formula, 100% weight on excess poverty

PY 26 Allocations listed in TEGL 10-25, April 28, 2026



PY26 Funding Allocations: Youth



Local Workforce Development Area	PY 25 Allocation	PY 26 Allocation	Over-the-Year Change	Over-the-Year Percent Change
North Eastern Arizona (Apache/Navajo/Gila)	\$307,032.93	\$313,070.45	\$6,037.52	2.0%
South Eastern Arizona (Cochise/Graham/Greenlee)	\$337,053.80	\$346,943.20	\$9,889.40	2.9%
Coconino County	\$416,110.57	\$367,279.82	-\$48,830.75	-11.7%
Maricopa County	\$3,751,239.83	\$3,497,163.37	-\$254,076.46	-6.8%
Mohave/La Paz	\$484,473.26	\$465,129.89	-\$19,343.37	-4.0%
Navajo Nation	\$929,814.03	\$903,999.83	-\$25,814.20	-2.8%
City of Phoenix	\$2,761,108.66	\$2,479,621.15	-\$281,487.51	-10.2%
Pima County	\$2,113,707.76	\$2,040,350.35	-\$73,357.41	-3.5%
Pinal County	\$636,476.66	\$628,656.58	-\$7,820.08	-1.2%
Santa Cruz County	\$344,403.75	\$308,580.87	-\$35,822.88	-10.4%
Arizona Tribal Workforce	\$1,230,758.84	\$1,202,955.25	-\$27,803.59	-2.3%
Yavapai County	\$359,074.90	\$295,250.74	-\$63,824.16	-17.8%
Yuma County	\$3,863,843.01	\$3,528,668.50	-\$335,174.51	-8.7%
Local Area Distribution	\$17,535,098.00	\$16,377,670.00	-\$1,157,428.00	-6.6%
Governor's Set Aside	\$3,094,429.00	\$2,890,176.00	-\$204,253.00	-6.6%
Total Funds	\$20,629,527.00	\$19,267,846.00	-\$1,361,681.00	-6.6%

PY 25 Allocation: Discretionary Formula, 100% weight on excess poverty

PY 26 Allocation: Discretionary Formula, 100% weight on excess poverty

PY 26 Allocations listed in TEGL 10-25, April 28, 2026



Rapid Response Funding

- Rapid Response funds provide immediate, on-site services to workers and employers following mass layoffs, plant closures, or natural disasters.
- The Governor has the authority to reserve up to 25% of the state's Dislocated Worker funding specifically for these statewide activities.
 - Higher state-level reserves result in lower Dislocated Worker funding for local areas.
- If Rapid Response funds remain unobligated at the end of the program year, the Governor has the authority to repurpose them for other statewide workforce activities or investments.



PY26 Funding Allocations: Dislocated Worker

15% Rapid Response Reserve



Local Workforce Development Area	PY 25 Allocation	PY 26 Allocation	Over-the-Year Change	Over-the-Year Percent Change
North Eastern Arizona (Apache/Navajo/Gila)	\$168,844.83	\$190,893.39	\$22,048.56	13.1%
South Eastern Arizona (Cochise/Graham/Greenlee)	\$552,139.75	\$558,150.98	\$6,011.23	1.1%
Coconino County	\$209,378.94	\$213,203.97	\$3,825.03	1.8%
Maricopa County	\$5,044,793.15	\$5,688,950.17	\$644,157.02	12.8%
Mohave/La Paz	\$405,682.80	\$415,234.39	\$9,551.59	2.4%
Navajo Nation	\$342,308.28	\$354,176.98	\$11,868.70	3.5%
City of Phoenix	\$3,125,587.14	\$3,476,478.80	\$350,891.66	11.2%
Pima County	\$1,965,588.46	\$1,991,591.94	\$26,003.48	1.3%
Pinal County	\$704,500.83	\$793,831.13	\$89,330.30	12.7%
Santa Cruz County	\$184,048.05	\$188,807.64	\$4,759.59	2.6%
Arizona Tribal Workforce	\$628,949.81	\$649,140.89	\$20,191.08	3.2%
Yavapai County	\$358,645.25	\$406,213.76	\$47,568.51	13.3%
Yuma County	\$1,597,325.73	\$1,684,387.96	\$87,062.23	5.5%
Local Area Distribution	\$15,287,793.02	\$16,611,062.00	\$1,323,268.98	8.7%
Governor's Set Aside	\$3,821,948.23	\$2,931,364.00	-\$890,584.23	-23.3%
Rapid Response Funds	\$6,369,913.75	\$3,448,664.00	-\$2,921,249.75	-45.9%
Total Funds	\$25,479,655.00	\$22,991,090.00	-\$2,488,565.00	-9.8%

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

PY 26 Allocation: 35% weight on unemployment concentration, 15% weight on long-term unemployment, 15% weight on declining industries, 35% weight

PY 26 Allocations listed in TEGL 10-25, April 28, 2026

PY26 Funding Allocations: 15% Rapid Response Reserve Split

Local Workforce Development Area	PY 26 Distribution
North Eastern Arizona (Apache/Navajo/Gila)	\$106,112.74
South Eastern Arizona (Cochise/Graham/Greenlee)	\$106,112.74
Coconino County	\$106,112.74
Maricopa County	\$106,112.74
Mohave/La Paz	\$106,112.74
Navajo Nation	\$106,112.74
City of Phoenix	\$106,112.74
Pima County	\$106,112.74
Pinal County	\$106,112.74
Santa Cruz County	\$106,112.74
Arizona Tribal Workforce	\$106,112.74
Yavapai County	\$106,112.74
Yuma County	\$106,112.74
State Rapid Response Allocation (60%)	\$2,069,198.38
Total Rapid Response Funds	\$3,448,664.00



Agency Updates





OFFICE OF
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OPPORTUNITY**

OEO Updates: Director Mary Foote

- General Updates
- Welcome: New Workforce Arizona Council Staff
- 2026 Arizona Workforce Summit Update
- Latest AZ Employment Report, Doug Walls

General Updates



ReadyTechGo Expansion + Campaign



What is ReadyTechGo?

- Initiative created by three community college districts and supported by the Office of Economic Opportunity, to expand Arizona's emerging advanced manufacturing workforce by offering various Automated Industrial Technology (AIT) Certificates and an Associate's Degree of Applied Sciences Degree that are universally recognized by all Arizona Community Colleges



**Central
Arizona
College**



**MARICOPA
COMMUNITY
COLLEGES®**



PimaCommunityCollege



**Coconino
Community
College**



**MOHAVE
COLLEGE**

Yavapai
COLLEGE

**Ready
Tech
Go.**

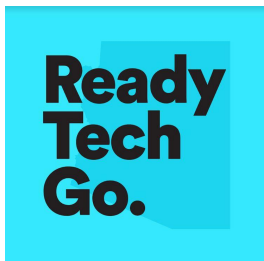
ReadyTechGo Industry Partners



Ready
Tech
Go.

Fall Enrollment Campaign

- Governor Announcement
- Website updates
- New videos
- Organic & Paid Social
- Print Collateral
- College Toolkits
- Paid media + Print Campaign



Welcome: New Workforce Council Staff



Welcome: New WAC Staff



Jeremy Smith
Governance & Compliance Advisor
Office of Economic Opportunity

2026 Arizona Workforce Summit



Mark Your Calendars

- **Date:** June 9-10, 2026
- **Location:** Mesa Convention Center
- **Online registration:** Live via the OEO website
- **Agenda-At-a-Glance**
 - **Day 1 - Plenary Sessions**
 - Population Reference Bureau
 - Lightcast
 - Rounds Consulting
 - National Governors Association
 - Harvard University
 - Jobs for the Future (JFF)
 - ...and key industry partner panelists
 - **Day 2 - 16 Partner-led Breakout Sessions**
- **Media sponsor:** Phoenix Business Journal



Thank You!

- **Champions of the Workforce Recognition Luncheon**

- **Title Sponsor:** South32
- **Excellence Sponsors:**
 - Amkor Technology, Inc
 - Salt River Project (SRP)

- **Social Reception**

- **Reception Host:** Pinal County Economic Development
- **Networking Partners:**
 - Tucson Medical Center (TMC)
 - LECET Southwest
 - Academy On-Demand



Latest AZ Employment Report

Doug Walls, Labor Market Information Director



Economic Update - Q1

- Due to government shutdown, OEO released three employment reports in April (January, February, March 2026)
- Arizona economy is experiencing slowing in line with other states nationally
- Unemployment has been rising, but is still historically low



Economic Update - Q1

- Healthcare continues to show positive employment, a growth point in Arizona for decades, along with growth in natural resources and mining
- Industrial and commercial construction is growing, but residential construction continues to slow due to higher interest rates
- Consumer-facing sectors like retail and hospitality continue to slow. National policy would need to adjust to see improvements.

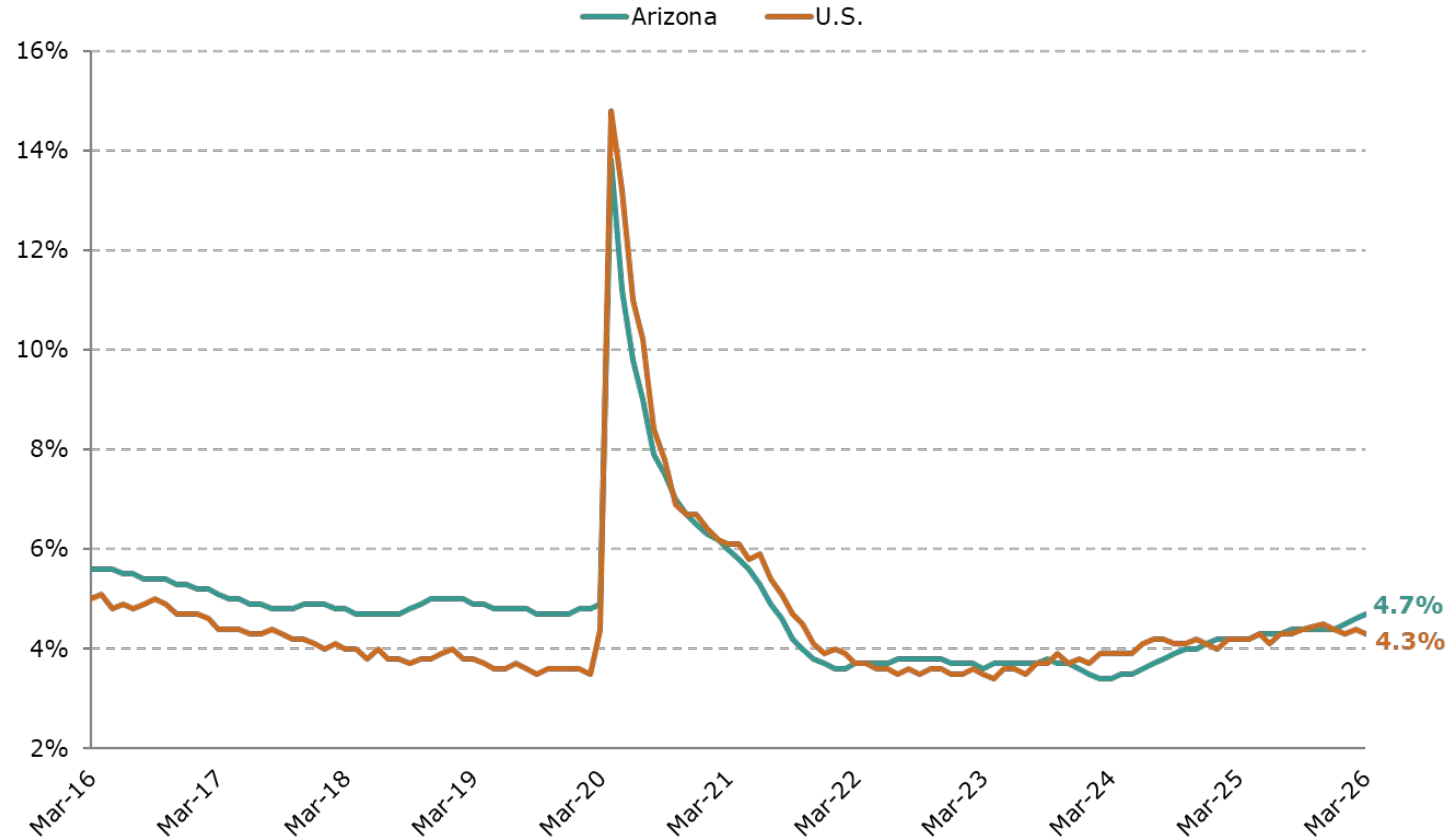


March 2026 EMPLOYMENT REPORT HIGHLIGHTS

- Over-the-month, Arizona not-seasonally adjusted (NSA) total nonfarm employment decreased by 10,900 jobs (-0.3%)
- The Arizona seasonally adjusted (SA) unemployment rate increased to 4.7% in March 2026 from 4.6% in February 2026
- The U.S. SA unemployment rate decrease to 4.3% in March 2026 from 4.4% in February 2026
- The Arizona SA labor force decreased by 17,200 individuals month-over-month, and decreased by 6,575 individuals year-over-year
- Over-the-year, Arizona NSA nonfarm employment decreased by 17,800 jobs (-0.5%)

U.S. AND ARIZONA UNEMPLOYMENT RATES

Seasonally Adjusted, Rounded to Nearest Hundred



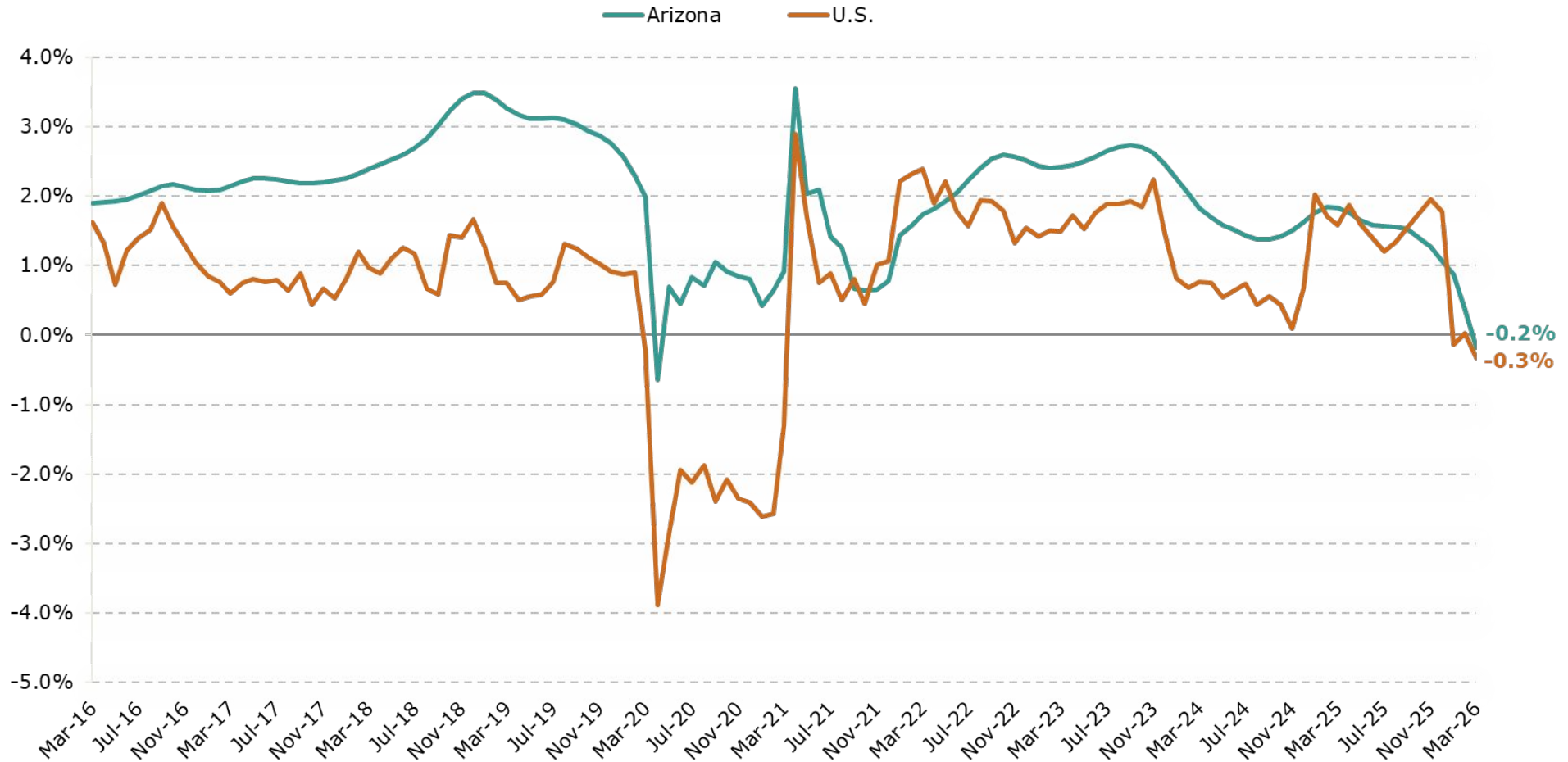
PERIOD	LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT	UNEMPLOYMENT RATE
Mar-26	3,783,500	3,607,100	176,500	4.7%
OTM CHANGE	-17,200	-19,100	1,900	0.1
OTY CHANGE	-6,600	-23,100	16,500	0.5

Source: Produced by the Arizona Office of Economic Opportunity in Cooperation with the U.S. Dept. of Labor, BLS.
October 2025 entry not included due to data unavailability



ARIZONA & U.S. LABOR FORCE YEAR-OVER-YEAR PERCENTAGE CHANGE

Seasonally Adjusted

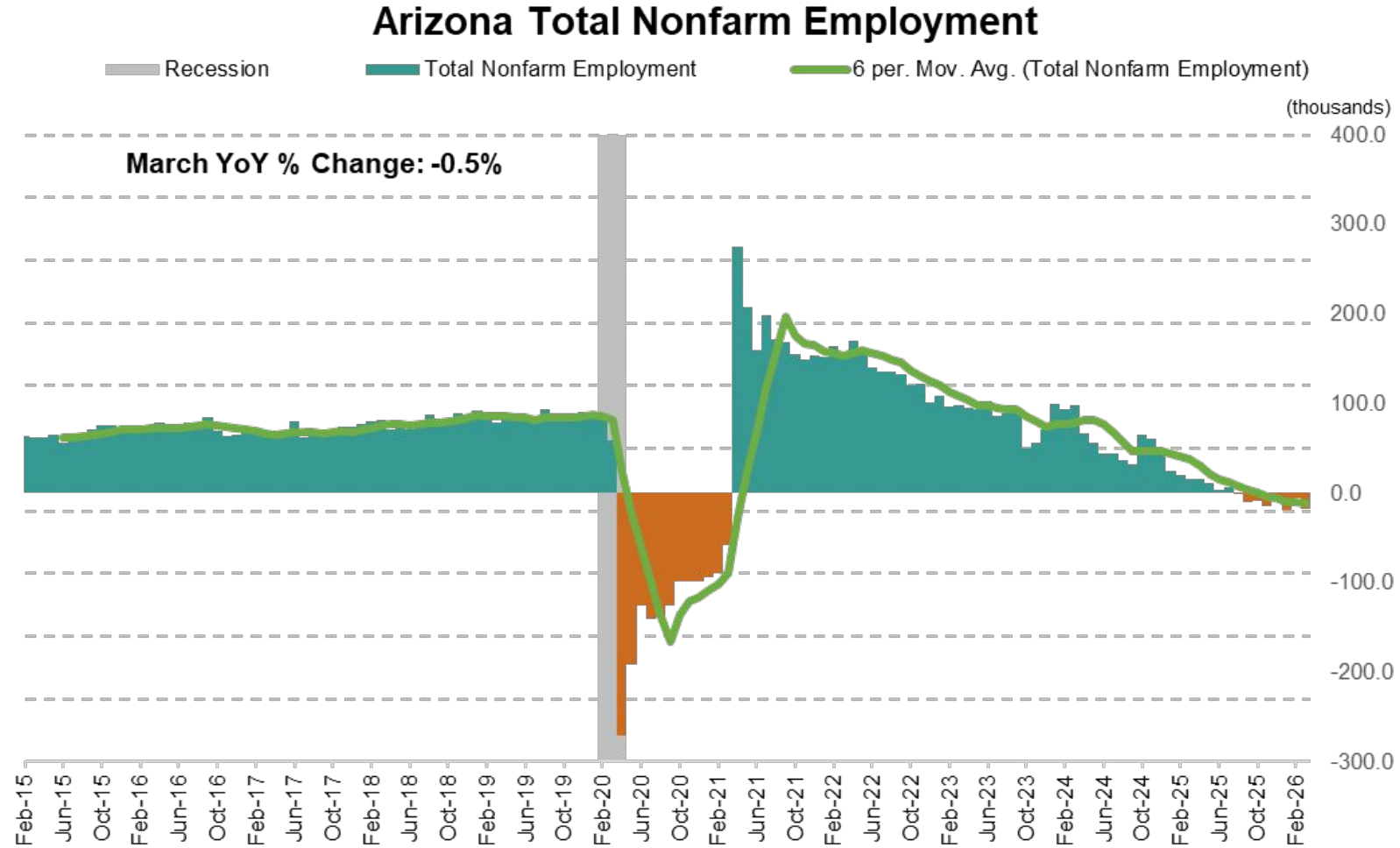


Source: Produced by the Arizona Office of Economic Opportunity in Cooperation with the U.S. Dept. of Labor, BLS



YEAR-OVER-YEAR EMPLOYMENT CHANGE

Not Seasonally Adjusted

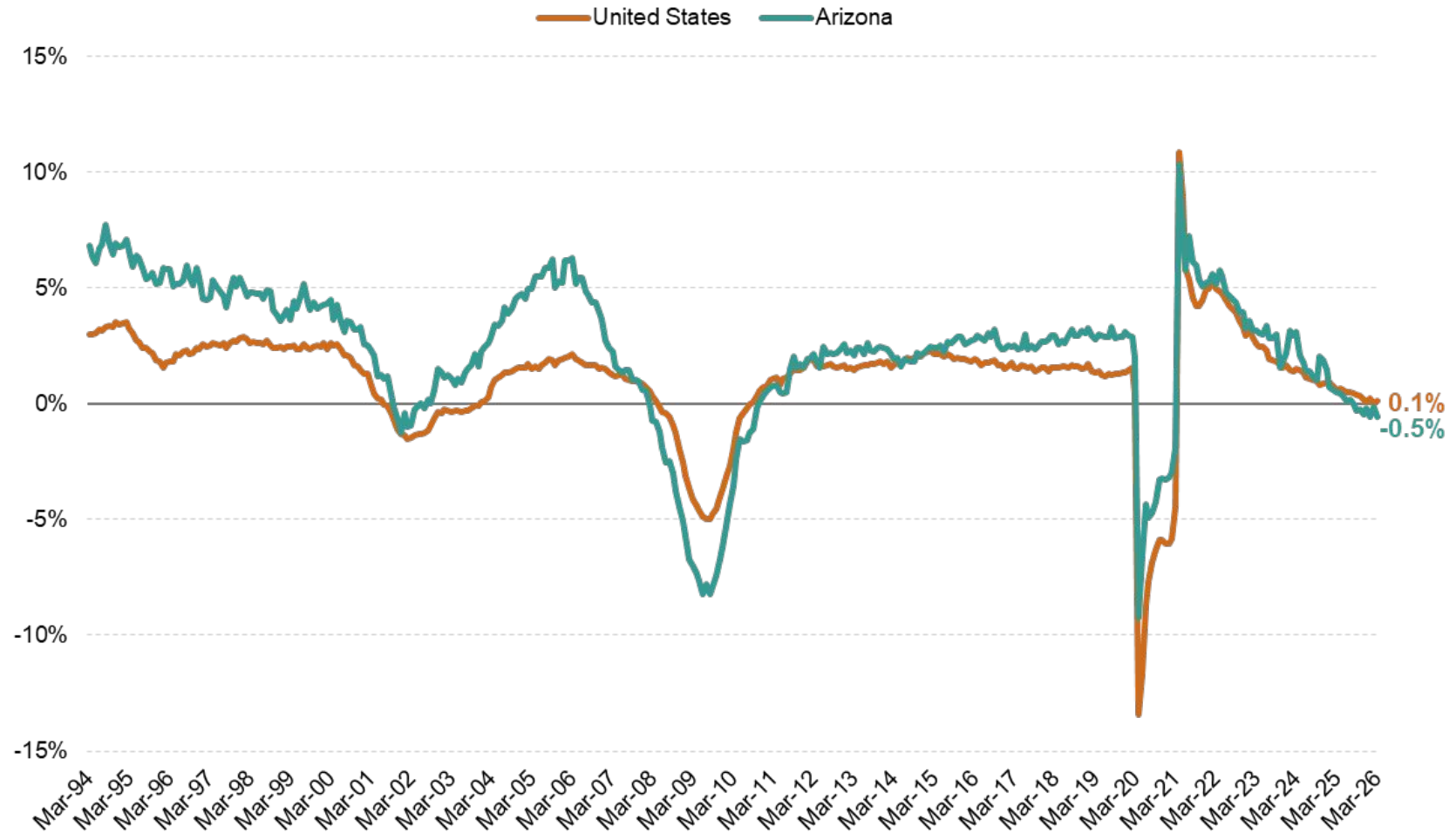


Source: Produced by the Arizona Office of Economic Opportunity in Cooperation with the U.S. Dept. of Labor, BLS



YEAR-OVER-YEAR NONFARM EMPLOYMENT CHANGE

Not Seasonally Adjusted



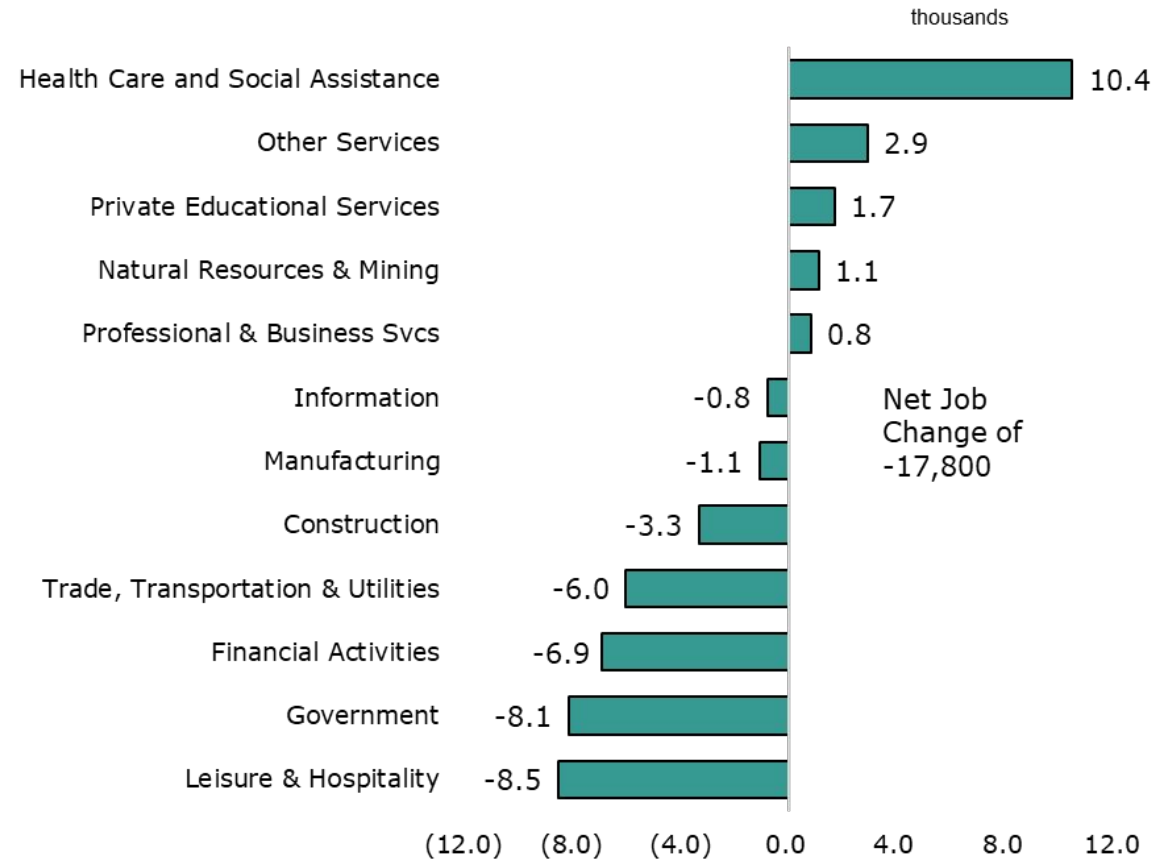
Source: Produced by the Arizona Office of Economic Opportunity in Cooperation with the U.S. Dept. of Labor, BLS



YEAR-OVER-YEAR EMPLOYMENT CHANGE

Not Seasonally Adjusted, March 2026

Arizona NSA Year-Over-Year Employment
Gain/Loss by Sector

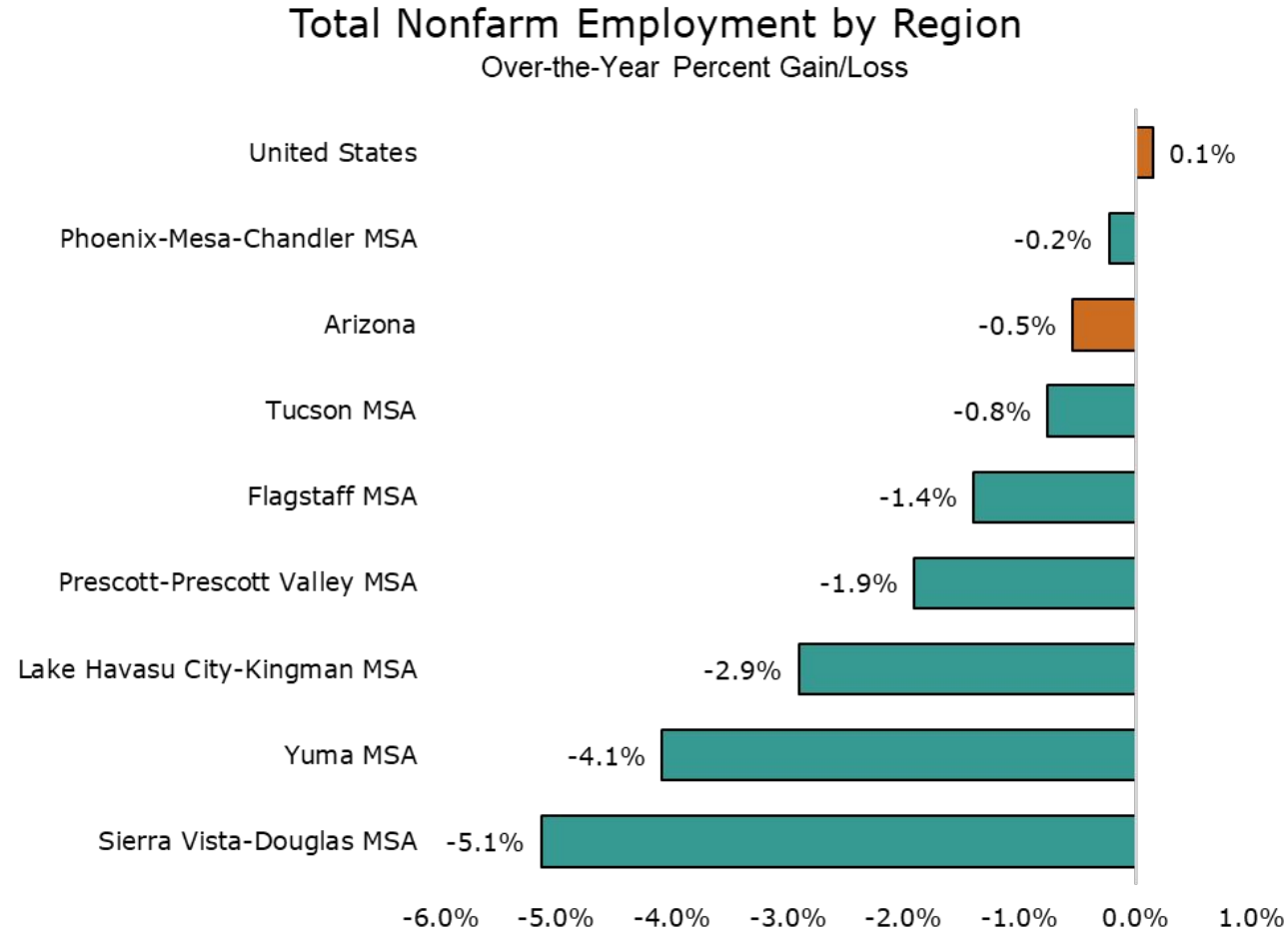


Source: Produced by the Arizona Office of Economic Opportunity in Cooperation with the U.S. Dept. of Labor, BLS



YEAR-OVER-YEAR EMPLOYMENT CHANGE

Not Seasonally Adjusted, March 2026



Source: Produced by the Arizona Office of Economic Opportunity in Cooperation with the U.S. Dept. of Labor, BLS





ARIZONA

— DEPARTMENT OF —
ECONOMIC SECURITY



ARIZONA@WORK™

Innovative Workforce Solutions

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

DES Updates:

- Recapture & Reallocation
- Statewide Initiatives Briefing
- Rapid Response Update

Recapture & Reallocation

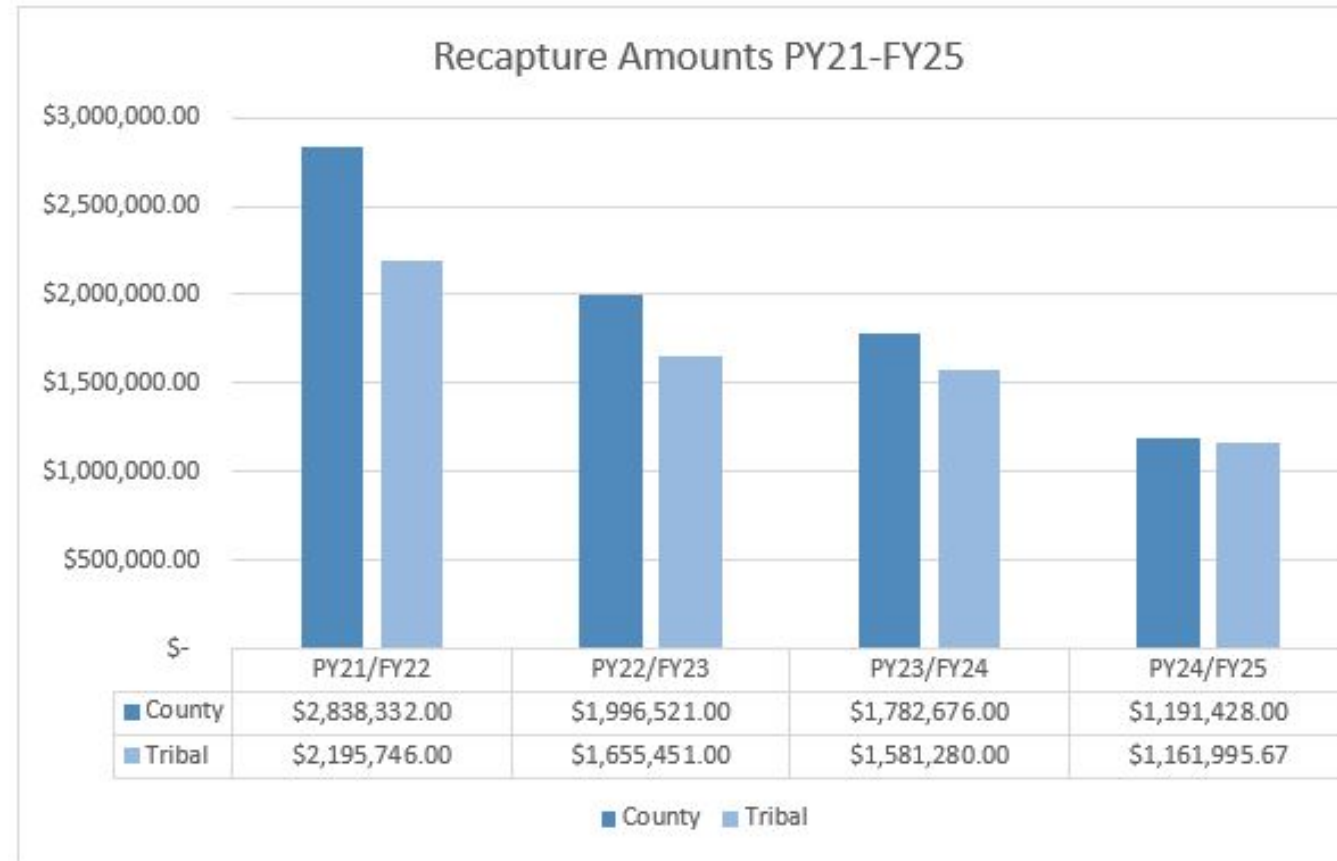
- Projected recaptured funds as of 05/01/26 for PY24/FY25

Local Area	Youth	Adult	DW	DW to Adult	Admin	Total
Cochise	\$ -	\$139,562.67	\$ -	\$ 16,483.00	\$ 98,938.33	\$ 254,984.00
Coconino	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pinal	\$ 1,886.00	\$ 99,763.00	\$ 63,658.00	\$150,770.67	\$ -	\$ 316,077.67
Maricopa	\$ -	\$ -	\$ -	\$138,993.33	\$ -	\$ 138,993.33
Mohave	\$ -	\$ -	\$ -	\$ -	\$ 11,577.00	\$ 11,577.00
NEAZ	\$10,557.33	\$ -	\$ 200.67	\$ -	\$ 4,266.00	\$ 15,024.00
Phoenix, City of	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pima	\$ 1,919.33	\$ -	\$ 3,820.00	\$ -	\$ 1,028.00	\$ 6,767.33
Santa Cruz	\$ -	\$ -	\$ 1,928.00	\$ -	\$ 210,065.33	\$ 211,993.33
Yavapai	\$ -	\$ 2,032.00	\$ 1,100.00	\$ -	\$ 108,008.00	\$ 111,140.00
Yuma	\$ -	\$ 1,159.00	\$ 2,799.00	\$ -	\$ 120,913.67	\$ 124,871.67
County / City Subtotal	\$14,362.67	\$242,516.67	\$ 73,505.67	\$306,247.00	\$ 554,796.33	\$1,191,428.33
Cocopah Indian Tribe	\$ -	\$ 2,950.00	\$ 894.67	\$ 29,549.00	\$ 52,080.00	\$ 85,473.67
Colorado River Indian Tribes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gila River Indian Community	\$ -	\$ 2,394.00	\$ 4,736.00	\$ 95,868.00	\$ 390,282.67	\$ 493,280.67
Hopi Tribe	\$ 1,099.00	\$ 2,154.67	\$ -	\$ 45,497.33	\$ 45,166.00	\$ 93,917.00
Hualapai Tribe	\$ -	\$ -	\$ -	\$ -	\$ 7,218.00	\$ 7,218.00
Fort Mojave	\$ -	\$ 1,538.00	\$ 2,272.00	\$ 45,975.00	\$ 209,922.00	\$ 259,707.00
Pascua Yaqui Tribe	\$14,181.67	\$ 56,518.33	\$ 12,067.00	\$ -	\$ 1,565.33	\$ 84,332.33
Quechan Indian Tribe	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Salt River PMIC	\$30,202.00	\$ 5,599.33	\$ 8,493.67	\$ -	\$ -	\$ 44,295.00
San Carlos Apache Tribe	\$ -	\$ -	\$ -	\$ -	\$ 93,772.00	\$ 93,772.00
Tohono O'Odham Nation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
White Mountain Apache Tribe	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Yavapai-Apache Nation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tribal Subtotal	\$45,482.67	\$ 71,154.33	\$ 28,463.33	\$216,889.33	\$ 800,006.00	\$1,161,995.67
Total	\$59,845.33	\$313,671.00	\$101,969.00	\$523,136.33	\$1,354,802.33	\$2,353,424.00



Recapture and Reallocation Continued

- Recaptured funds are utilized for statewide initiatives.
- In alignment with Council priorities, these initiatives are:
 - Reentry program and Second Chance Centers,
 - Office of Registered Apprenticeship,
 - Maintenance and operations of Arizona Job Connection (AJC).
- The LWDBs have been spending more of their grant allocations since PY20 as shown by the graph on the right. The total amount of funds reverted continues to decrease annually.



Statewide Initiatives

To strengthen the workforce development system in Arizona, we support multiple initiatives focused on creating a skilled and adaptable workforce in order to meet the current and future needs of employers and the state's economy.

- **Reentry program and Second Chance Centers** provide incarcerated and recently-released Arizonans with a variety of employment supports to prepare reentry job seekers for Arizona's workforce through pre- and post-release workforce readiness preparation. (Council Priority #5)
- **The WIOA Registered Apprenticeship Program** is an industry-driven, high-quality career pathway program that provides participants with a combination of technical classroom instruction and on-the-job learning for a range of positions, from entry-level to management. (Council Priority #1)
- **Arizona Job Connection (AJC)** is a web-based job-matching and labor market information system that provides job seekers, employers, and training providers with tools that support a wide range of activities. (Council Priority #2 and 4)
- **Rural Arizona Contractor's Pathway Program** is a pilot program managed by the Registrar of Contractors (ROC) to identify tradespeople in rural Arizona counties and Tribal Nations by obtaining and paying for the licensing, specifically, Arizona R-62 Minor Home Improvement License. (Council Priority #5)



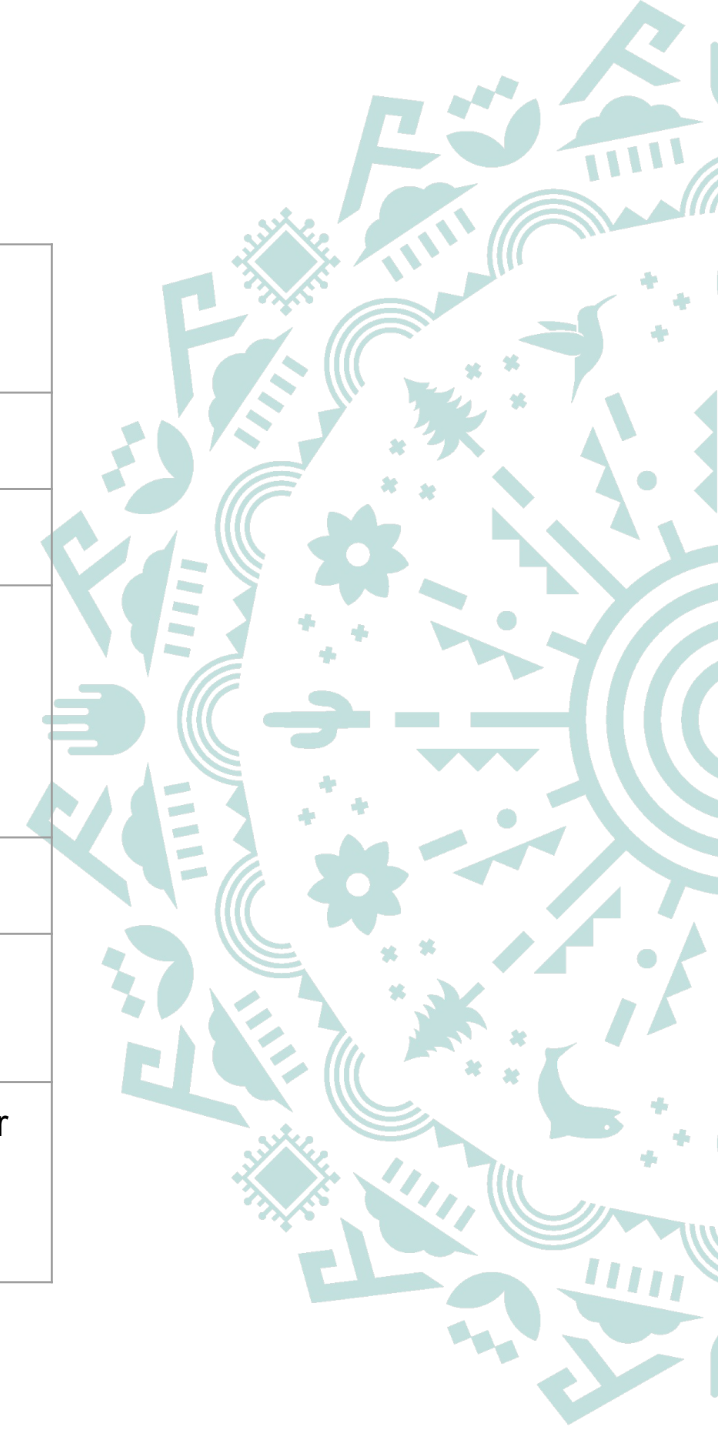
Reentry Program and Second Chance Centers

Council Strategic Priority Alignment:	Priority 5: Enhance Services to Priority Populations
Funding Requested:	\$3.0M
Funding Period:	SFY 2027; July 1, 2026 - June 30, 2027
Summary of Planned expenditures:	Headcount is expected to increase from 27 staff to 32 staff members to allow for improved program efficiency and greater number of individuals obtaining employment.
Metrics:	<p>Strategy effectiveness is measured by percentage of individuals served that obtain employment; specifically, the current goal is to maintain 50% success rate employing individuals served through Reentry.</p> <ul style="list-style-type: none"> • SFY 2025 Placement Rate: 53.01% • SFY 2025 Job Placements through Reentry: 3,818
Long-Term Goal(s):	Reentry 2030 initiatives expanding bring potential for Arizona Department of Corrections to increase participation at Second Chance Centers (SCC) - an increase in SCC enrollment would lead to increased participation in Community Reentry, requiring continued planning for service scalability.
Objective(s) for funding period:	Increase headcount to maintain employment placement goals; collaborate with Arizona Department of Corrections to expand Second Chance Center locations.



Arizona Job Connection (AJC)

Council Strategic Priority Alignment:	Priority 2: Workforce Evaluations; Priority 4: Continuous Improvement
Funding Requested:	\$200K
Funding Period:	SFY 2027; July 1, 2026 - June 30, 2027
Summary of Planned expenditures:	System and hosting costs for the Arizona Job Connection (AJC), which is a web-based job-matching, labor market information, and case management system that provides job seekers, employers, and training providers with tools that support a wide range of activities.
Metrics:	N/A
Long-Term Goal(s):	Maintain compliance with the Single System of Record for all Workforce Program as required by the US Department of Labor.
Objective(s) for funding period:	This provides for the automated system and covers the required function for the Local Workforce Development Areas without impacting their Administrative funds.



Rural Arizona Contractor's Pathway Program

Council Strategic Priority Alignment:	Priority 5: Enhance Services to Priority Populations
Funding Requested:	\$50K
Funding Period:	SFY 2027; July 1, 2026 - June 30, 2027
Summary of Planned expenditures:	To identify tradespeople in Rural Arizona and Tribal Nations who have the skills to conduct minor home improvements but have found the cost to become a licensed contractor prohibitive receive a Arizona R-62 Minor Home Improvement License.
Metrics:	N/A
Long-Term Goal(s):	By assisting these individuals to become a licensed Arizona contractor, this will create new businesses and expand opportunities for these individuals and their employees by growing their skills.
Objective(s) for funding period:	The ROC has a goal of issuing up to twenty-one (21) R-62 Minor Home Improvement Licenses under this Program.



Rapid Response Update

FY26 Layoff Activity Data to Date

(07/01/2025 - 02/28/2026)

- **38** WARNs affecting **7997** workers
- **19** Non-WARNs affecting **996** workers

Top 5 Layoff-Affected Industries by number of companies to date

(07/01/2025 - 02/28/2026)

1. Health care and social assistance - **7**
2. Transportation and warehousing - **6**
3. Retail trade - **6**
4. Manufacturing - **5**
5. Accommodation and food services - **5**

Top 5 Layoff-Affected Industries by number of affected workers to date

(07/01/2025 - 02/28/2026)

1. Health care and social assistance - **4703**
2. Information Technology (IT) - **876**
3. Accommodation and food services - **694**
4. Transportation and warehousing - **603**
5. Professional, scientific and technical services - **511**

Arizona Rapid Response
Layoff Dashboard



Questions?



REMINDERS:

- **Arizona Workforce Summit on 6/9/2026-6/10/2026**
Mesa Convention Center, Building C, 263 N Center St, Mesa, AZ 85201
- **Full Council Meeting on 09/17/2026**
Hybrid Meeting (Zoom) & In-Person

Thank You!



WORKFORCE ARIZONA COUNCIL
Q1 2026 Full Council Meeting Minutes

Thursday, March 12th, 2026 | 1:00 pm – 3:00 pm

Virtual Meeting ONLY

Zoom: <https://us02web.zoom.us/j/85113856459?pwd=5hP7LHnMEjl7IR6L8GbdQGqbToqXnm.1>

Meeting ID: 851 1385 6459 **Passcode:** 266692

<p><u>Council Members Present:</u> Alexander Horvath, Tucson Medical Center Beverly Wilson, AZ Dept of Education, Title II (joined at 1:11pm) Chet Samuelson, BOK Financial Debra Margraf, NECA Dennis Anthony, State Apprenticeship Council Jackie Elliott, Central Arizona College Jenna Rowell, Local First Arizona Jeffrey McClure, Supervisor, Pinal County Jim Corning, Novakinetics Aerosystems John Walters, Vice Chair, Trucordia Karla Moran, SRP Kristen Mackey, Dept of Economic Services, Title IV Mark Gaspers, Chairman, Boeing Michael Cruz, Lucid Motors Michael Wisehart, Director, Dept of Economic Security, Titles I & III Michelle Bolton, Second Vice-Chair, Banner Health Regina Romero, Mayor of Tucson Scott Holman, Amkor Technology Shawn Hutchinson, Phoenix Electrical Skylie Estep, South32</p>	<p><u>Council Members Absent:</u> Alisa Wren Freeport-McMoRan Bill Ruiz, Western States Regional Council of Carpenters Danny Seiden, AZ Chamber of Commerce & Industry Ian O’Grady, Policy Advisor, Governor Hobbs Josh DeSpain, IBEW Local 570 Justin Wilmeth, Arizona House of Representatives Rose Castanares, TSMC Sandra Watson, Arizona Commerce Authority Thomas Winkel, Arizona Coalition for Military Families Zenji Reynolds, Southwest Shoulder Elbow and Hand Center</p>
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1. Call to Order

Chairman Gaspers welcomes all members of the Workforce Arizona Council and the public to the Q1 2026 Full Council meeting. The meeting is called to order at 1:02pm.

2. Roll Call

Giselle Retana, Workforce Arizona Council Administrative Coordinator conducted roll call, a quorum was present.

3. Call to the Public

Chairman Gaspers opens the call to the public. No one spoke.

4. Success Story

This Q1 success story highlights Southeastern Arizona Local Workforce Development Board and Adalberto Acuna. Deputy Director of SEAZ Local Workforce Development Board, Vickie Simmons shared the story. ([Full Success Story](#)).

5. Chairman Updates

Chairman Gaspers expressed his appreciation and thanked members for their participation in the recent Council retreat, noting the strong turnout and the significant time commitment from participants. The retreat provided an opportunity for members to align on statewide workforce priorities, support the Governor’s goals, and clarify the Council’s role within the workforce system. It was particularly valuable for newer members and reinforcing the Council’s responsibilities while identifying ways to strengthen its

impact and service across Arizona. The discussion emphasized appreciation for members' engagement and invited additional reflections from those who attended.

6. Consent Agenda

- a. Approval of minutes from November 20th, 2025 Full Council meeting

MOTION: Chair Gaspers called for a motion to approve the Consent Agenda. Alex Horvath made a motion; Mayor Regina Romero seconded the motion.

ALL IN FAVOR: Alex Horvath, Beverly Wilson, Chet Samuelson, Debra Margraf, Dennis Anthony, Jackie Elliott, Jenna Rowell, Jeffrey McClure, Jim Corning, John Walters, Karla Moran, Kristen Mackey, Mark Gaspers, Michael Cruz, Director Michael Wisheart, Michelle Bolton, Mayor Regina Romero, Scott Holman, Shawn Hutchinson, Skylie Estep

OPPOSED: None

ABSTAINED: None

MOTION PASSES

7. Elections

Chair Gaspers noted nominations and elections for the officer positions of First Vice Chair and Second Vice Chair would take place this meeting. He highlighted the position requirements as follows:

Election Process

- Officers are elected for a **three-year term**
- Seats to be filled during the election:
 - First Vice Chair
 - Second Vice Chair
- Positions must be filled by business members to comply with WIOA requirements.
- Elections occur at the first regularly scheduled meeting of each calendar year (as needed or if a vacancy occurs).
- **First Vice Chair:** Vice Chair will perform the Chair's duties in the event of the Chair's absence at meetings or in such circumstances where the Chair will relinquish duties to the Vice-Chair
- **Second Vice Chair:** In the absence of the Council Chair and Vice Chair, the Second Vice Chair will perform all duties of the Chair.

Chair Gaspers opened up the floor for nominations, the following actions were taken:

First Vice Chair Election:

- Nominee: Michelle Bolton was nominated by Karla Moran; and Michelle Bolton accepted the nomination.
- No additional nominations were made. The nomination was seconded by Chet Samuelson.
- Result: A vote by acclamation was conducted given one nomination received and accepted, and Michelle Bolton was elected First Vice Chair unanimously.

Second Vice Chair Election:

- Nominee: Skylie Estep was nominated by Scott Holman, and Skyile Estep accepted the nomination.
- No additional nominations were made. The nomination was seconded by Michelle Bolton.
- Result: A vote by acclamation was conducted, and Skylie Estep was elected Second Vice Chair unanimously.

8. Workgroup Updates

- a. Continuous Improvement

- i. Eligible Training Provider List Policy Update, **Vote**

Vice Chair Walters provided the updates on the work the Continuous Improvement has done towards the Eligible Training Provider List (ETPL) policy, which were developed following a

detailed review focused on strengthening program quality. Key considerations to note included:

Continuous Improvement, Vice Chair John Walters

WAC ETPL Policy Revision

Purpose

- Align training provider standards with Workforce Pell requirements
 1. Quality Safeguards
 - a. Minimum Operational History Requirement for Training Providers
 - b. Recognized Credential Within Six Months of Completion
 - c. Stackable Credential Requirement
 2. Continued Eligibility
 - a. Demonstrated Compliance with the interim provisions
- Stakeholder Public Comments
 - ETPL Draft Policy was released for a public comment period between 1/28-2/10



Action Item: Motion to approve the recommended Eligible Training Provider List Policy update.

MOTION: Chair Gaspers called for a motion to approve the recommended Eligible Training Provider (ETPL) update. Alex Horvath made a motion; Scott Holman seconded the motion.

ALL IN FAVOR: Alex Horvath, Beverly Wilson, Chet Samuelson, Debra Margraf, Dennis Anthony, Jackie Elliott, Jenna Rowell, Jeffrey McClure, Jim Corning, John Walters, Karla Moran, Kristen Mackey, Mark Gaspers, Michael Cruz, Director Michael Wisehart, Michelle Bolton, Mayor Regina Romero, Scott Holman, Shawn Hutchinson, Skylie Estep

OPPOSED: None

ABSTAINED: None

MOTION PASSES

More on the Continuous Improvement Workgroup, Janice Garza, Workforce Policy Manager provided an update workgroup, highlighting its recent focus on two key policy initiatives: developing a recaptured funds policy for WIOA funding and revising the Eligible Training Provider List (ETPL) policy to align with short-term workforce Pell program requirements noting it just received Council approval. Next steps include finalizing the recaptured funds policy after incorporating revisions and public comments, followed by review and action by the Executive Committee before it is brought to the full Council. Looking ahead, the workgroup will continue its efforts to strengthen system performance by developing key performance indicators (KPIs), reviewing fund allocation formulas to ensure they function as intended, and updating the Continuous Improvement Workgroup charter.

b. Training Effectiveness

Kristen Mackey, the Training Effectiveness Workgroup Executive Sponsor highlighted the statewide rollout and application of High Impact Training (HIT) data and shared that the Office of Economic Opportunity (OEO) data team has completed a statewide analysis, released dashboards, and presented the findings to nearly all local workforce areas. These efforts aim to help local partners better understand and apply the data in workforce planning, noting that local workforce areas are beginning to use the HIT data to inform training investment strategies, Eligible Training Provider List (ETPL) reviews, and decisions about sector-based training programs. The workgroup is also encouraging system coordination, with local areas sharing best practices, referral tools, and templates to strengthen collaboration across the workforce system.

The next steps for the workgroup are as follows:

Training Effectiveness, Kristen Mackey

- **Next Steps & Action Items**

Workgroup Priorities

- Arizona Workforce Summit
- Proposed panel on practical use of HIT tools
- Potential recognition for high-performing training providers

System Improvements

- Expand HIT data technical assistance
- Develop job seeker outreach tools
- Document referral system best practices

Next Meeting: **April 21, 2026**



c. Increasing Apprentices

Dennis Anthony, the Workgroup Executive Sponsor shared the work of the Increasing Apprenticeships Workgroup, emphasizing apprenticeship as a high-priority workforce strategy that connects workers to industry demand through earn-and-learn career pathways. Current participation in Arizona is strongest in construction, utilities, healthcare, and manufacturing, though the workgroup identified opportunities to expand into additional industries facing workforce shortages. The workgroup examined several barriers to expansion, including limited employer awareness of apprenticeship benefits, local capacity constraints for program development, difficulty aligning multiple funding sources, and the need for clearer system coordination across partners. To address these challenges, members identified promising practices, such as leveraging apprenticeship intermediaries and program sponsors to reduce administrative burden on employers, using incumbent workers and customized training as pathways into apprenticeship, and strengthening peer learning among local workforce areas. Potential funding strategies discussed included the use of recaptured workforce funds, rapid response funds, and braided funding approaches combining workforce and education resources. Looking ahead, the focus will shift toward technical assistance, employer engagement strategies, and strengthening system capacity. OEO is coordinating with the Arizona Department of Economic Security (ADES) and the State Apprenticeship Office on a broader statewide strategy, and the current workgroup is expected to conclude its work at the end of the first quarter after helping establish a strong foundation for future apprenticeship expansion.

Presentation discussion followed on apprenticeship expansion, Council Member Jenna Rowell shared feedback from the Northern Arizona Good Jobs Network, which recently met with partners across five counties and four community colleges. A key takeaway from that meeting was the strong need for greater employer support and intermediary capacity to help businesses develop and manage apprenticeship programs. Additionally, the State Office of Apprenticeship announced a “Registered Apprenticeship on the Arizona Map” roadshow aimed at educating employers on how to start and expand apprenticeship programs and helping workforce partners integrate these opportunities across Arizona. Information about the roadshow will be shared with Council members. (**Found here:** [LINK](#))

9. Governance and Compliance

a. **2025 LWDB Recertification**

Patrick Brown, the Workforce Council Administrator provided an overview of the 2025 LWDB Recertification.

i. Coconino County Workforce Development Board Update

The Coconino County Workforce Development Board remains on track for Q2 recertification, with a presentation to the Workforce Arizona Council Executive Committee scheduled for April 9 and a potential recommendation to the full council on May 14. Key items in progress include finalizing governance documents (SGA and bylaws) under county legal review and addressing remaining board membership vacancies, including labor representation. Final materials are expected by March 27–30, and staff are providing technical assistance and expedited review. Recertification remains contingent on completing governance updates and resolving membership requirements or pursuing a waiver if needed.

ii. Arizona Tribal Workforce Development Board Update

It was noted that the Arizona Tribal Workforce Area has made notably progress as it works toward recertification. Workforce Council staff met with ATW leadership on February 19 to review outstanding requirements and establish a timeline for completing remaining materials. ATW has made significant progress by submitting signed consortium and shared governance agreements from all 13 tribal governments, resolving a major compliance barrier. Work continues on the local plan, expected to be completed by April 2026, and ATW is addressing its one-stop operator requirement after a recent RFP was unsuccessful. One option under consideration is serving as its own operator, which is allowable under WIOA with proper safeguards.

iii. Northeastern Arizona Local Workforce Development Board, Vote

Following a March 4 meeting with NEAZ leadership, Workforce Council staff confirmed that all outstanding recertification items have been addressed and are prepared to recommend the board for recertification. NEAZ resolved prior governance concerns by confirming that board member appointments are vetted through the Board of Supervisors and by providing supporting documentation. With no remaining compliance barriers, staff indicated that NEAZ is in a strong position for recertification and will continue working with the board on improvements after approval.

MOTION: Chair Gaspers called for a motion to approve the recommended 2025 LWDB Recertification for Northeastern Arizona Local Workforce Development Board. Michelle Bolton made a motion; Jenna Rowell seconded the motion.

ALL IN FAVOR: Alex Horvath, Beverly Wilson, Chet Samuelson, Debra Margraf, Dennis Anthony, Jackie Elliott, Jenna Rowell, Jeffrey McClure, Jim Corning, Karla Moran, Kristen Mackey, Mark Gaspers, Michael Cruz, Director Michael Wisehart, Michelle Bolton, Mayor Regina Romero, Scott Holman, Shawn Hutchinson, Skylie Estep

OPPOSED: None

ABSTAINED: None

MOTION PASSES

b. **LWDB Membership Vacancy Waiver Request, Vote**

The Arizona Tribal Workforce Development Board (ATW) requested a membership vacancy waiver for an open board seat representing the White Mountain Apache Tribe. The request was submitted on February 26, 2026, as the tribe is currently conducting general elections expected to conclude in April 2026. Due to potential leadership transitions, the board anticipates filling the vacancy by April 30, 2026. Workforce Council staff recommended that the Council approve the temporary waiver.

MOTION: Chair Gaspers called for a motion to approve the Arizona Tribal Workforce Development Board Membership Waiver Request. Mayor Regina Romero made a motion; Michelle Bolton seconded the motion.

ALL IN FAVOR: Alex Horvath, Beverly Wilson, Chet Samuelson, Debra Margraf, Dennis Anthony, Jackie Elliott, Jenna Rowell, Jeffrey McClure, Jim Corning, Karla Moran, Kristen Mackey, Mark Gaspers, Michael Cruz, Director Michael Wisheart, Michelle Bolton, Mayor Regina Romero, Scott Holman, Shawn Hutchinson, Skylie Estep

OPPOSED: None

ABSTAINED: None

MOTION PASSES

10. State Plan Modification Updates

Patrick Brown presented an update on the WIOA State Plan two-year modification for Arizona, which serves as the state’s blueprint for coordinating federally funded workforce programs. The modification updates priorities, strategies, performance targets, and program details to reflect current labor market conditions, funding changes, and policy guidance for the remaining two years of the plan cycle. The original submission deadline of March 3, 2026 was extended to April 30, 2026, and the state is currently on track to meet that deadline. A public comment period will run from March 23 to April 3, after which feedback will be incorporated into the final draft. Key updates include refreshed labor market analysis, revised in-demand industries and priority sectors (including emphasis on information technology), operational updates across partner programs, updated performance levels for Program Years 2026–2027, and alignment with the America’s Talent Strategy framework. The modification continues the plan’s focus on a customer-driven workforce system, stronger business engagement, expanded economic opportunity, and improved youth workforce outcomes. The following timeline showcases the next steps:

WIOA Unified Plan Modification

The workstreams below maps to the ICR structure and address identified gaps in the current Arizona plan (e.g., an unfinished Executive Summary, updated LMI Data) and narratives framing Arizona WIOA State Plan PY 2024-2027.

Key Milestones

MILESTONE	TARGET DATE	CITATION
Governor’s designee letter/email submitted	2/2/2026 - submitted	TEGL 07-25, p. 8
Full draft compiled	3/6/2026	
WAC Full Council Update	3/12/2026	
Public comment complete + responses finalized	3/23 - 4/3/2026	TEGL 07-25, p. 6-7
WAC Executive Committee Update	4/9/2026	
WAC Special Meeting: Final approval complete	4/16/2026	
Submission to State Plan Portal	4/30/2026	TEGL 07-25, p. 1-2

11. Coconino County Local Workforce Development Board Report Update

Patrick Brown updated the Council that the inquiry was initiated after WAC staff received information in October regarding potential governance concerns, including possible interference by the Coconino County Board of Supervisors, delays in board recertification, and proposed changes to board size and composition that could affect compliance with Workforce Innovation and Opportunity Act (WIOA) requirements and state policy. Council staff has completed a draft report with findings; however, the Arizona Attorney General’s Office requested additional time for legal review. As a result, the findings are expected to be presented at the next Executive Council meeting. In the meantime, staff will continue providing technical assistance to support the board’s compliance and recertification efforts. The report may be revised to remove findings that have already been resolved as the board has made progress toward recertification. Overall, the approach focuses on addressing any remaining compliance issues while also supporting the board’s path toward successful recertification.

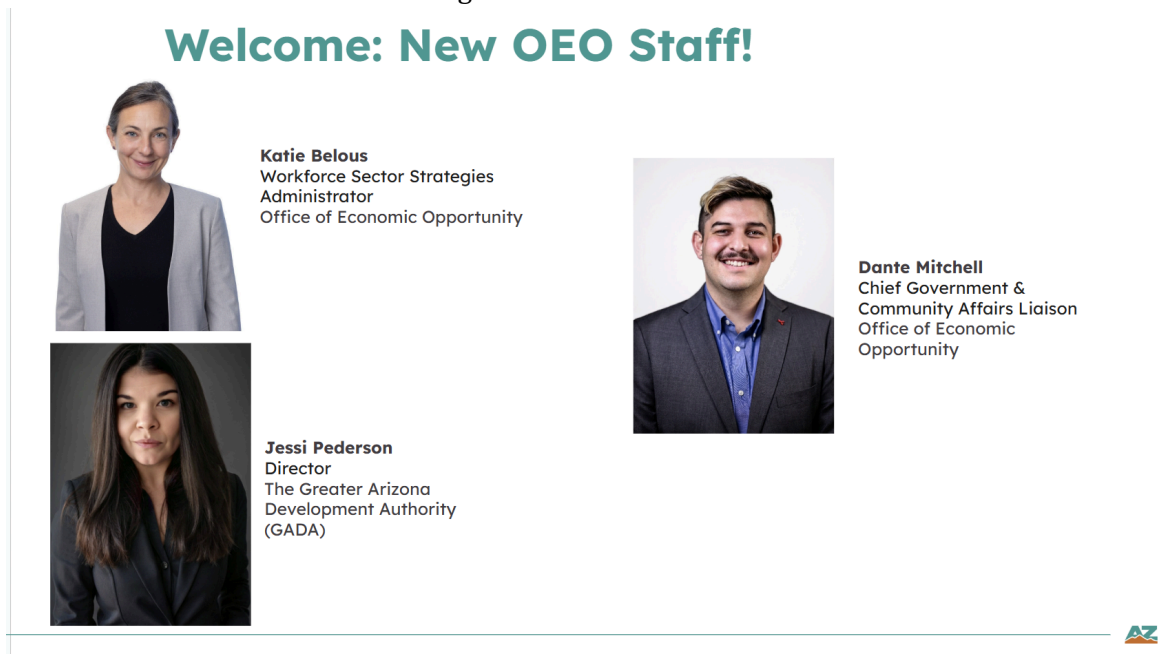
12. Agency Updates

a. **OEO: Director Mary Foote** (15 minutes)

Mary Foote, OEO Director provided an update on the following:

i. New OEO Staff

OEO Director welcomed the following staff members:




Welcome: New OEO Staff!

Katie Belous
Workforce Sector Strategies
Administrator
Office of Economic Opportunity

Dante Mitchell
Chief Government &
Community Affairs Liaison
Office of Economic
Opportunity

Jessi Pederson
Director
The Greater Arizona
Development Authority
(GADA)



ii. 2026 Arizona Workforce Summit Update

An update on the upcoming 2026 Arizona Workforce Summit, themed “Connecting Today’s Skills to Tomorrow’s Opportunities.” The summit will take place June 9–10, 2026 at the Mesa Convention Center. New elements this year include increased partner collaboration and a call for session proposals, with submission guidance available on the summit website. The event will also feature a Champion of the Workforce Awards luncheon on Day 2 to recognize impactful workforce programs, partnerships, and leaders across Arizona. Sponsorship efforts are underway, with four companies already providing verbal commitments totaling \$19,000, leaving \$10,000 remaining to meet the sponsorship goal. The first confirmed keynote speaker is Frederick “Freddy” Shegog, presenting “What is Your Legacy?” His keynote will focus on resilience and workforce purpose, drawing from his personal journey overcoming substance abuse and mental health challenges. Registration is expected to open at the end of April, with free but limited attendance.

iii. Rural Healthcare Transformation Program (RHTP)

The presentation outlined the states’ Rural Health Transformation Program, a five-year initiative supporting rural healthcare improvements across Arizona. The state received \$167 million in the first year, with a minimum of \$100 million annually expected over five years (potentially up to about \$175 million per year depending on performance). A key component is the Rural Health Workforce Development and Training Program, overseen by the Arizona Office of Economic Opportunity, which will receive \$47 million of the first-year funding. It was noted that the Governor’s application focused on four priority investment areas:

Arizona's RHTP Initiatives

Arizona is focusing on 4 initiatives to address the key challenges related to access to healthcare in rural communities



Workforce investments will expand healthcare education and training programs, provide incentives for practitioners to work in rural areas, support upskilling and career pathways in healthcare, and establish a healthcare workforce project office and best-practices network. Efforts will also focus on increasing early career awareness, strengthening partnerships with K-12, community colleges, and universities, and addressing challenges such as access to clinical training opportunities. Program success will be measured through three primary metrics: increased healthcare learners, successful transition into healthcare employment, and workforce retention. Initial work will focus on benchmarking and resource allocation in the first year, with performance outcomes measured in subsequent years.

Following the presentation, the Council discussed whether there would be program specifics such as recruitment and retention requirements, incentives for educational institutions (e.g., funding for new faculty), and whether healthcare providers receiving incentives must remain in one location for the full five-year commitment or can move within rural communities. In response, it was explained that further program details will emerge as Letters of Interest (LOIs) are released to potential funding recipients in the coming months. The program also plans to establish an advisory board that will coordinate with the Workforce Arizona Council. Regular updates will be provided to the Council to ensure the program aligns with the state's workforce strategy and ongoing initiatives in Arizona.

iv. Latest AZ Employment Report

Doug Walls, the Labor Information Director, provided an overview of the latest Arizona Employment Report, highlighting year-end labor market trends in Arizona and comparisons with the United States. Arizona's labor market showed modest growth despite a national slowdown. Nonfarm employment increased 0.7% year-over-year, outperforming the national rate, while the state's labor force grew 2.5%, reflecting continued population and workforce growth. Unemployment remained slightly below the national average, and hourly earnings grew 3.5%, indicating real wage gains above inflation.

2025 YEAR-END LABOR MARKET HIGHLIGHTS

Arizona reported faster growth in four key indicators to end 2025:

- Arizona nonfarm employment increased by 0.7% year-over-year (YoY); US jobs increased by 0.3%
- The Arizona labor force increased by 2.5% YoY, compared to 1.8% U.S. labor force growth.
- The Arizona unemployment rate held at 4.3% compared to the U.S. rate of 4.4%
- Arizona average hourly earnings increased by 3.5% YoY, while U.S earnings increased by 3.1% YoY

Source: Produced by the Arizona Office of Economic Opportunity in Cooperation with the U.S. Dept. of Labor, BLS.



Nationally, signs of economic softening have appeared, including job losses in February and a rising unemployment rate. Arizona has also experienced slower hiring and a gradual increase in unemployment since its historic low in early 2024, though it remains below pre-pandemic levels. Between December 2024 and December 2025, Arizona added 24,600 jobs, with the largest gains in healthcare and social assistance, as well as growth in professional services, construction, and financial activities. Job losses occurred primarily in the government sector, particularly in education and federal positions. Two-year projections through 2027 indicate slower but continued growth (0.7% annually) across most industries and counties. Healthcare is expected to remain the fastest-growing sector, while educational services and parts of the information sector are projected to decline.

b. DES: DERS Deputy Assistant Director, Tom Colombo (15 minutes)

i. Workforce Innovation and Opportunity Act (WIOA) Waiver Information

DES Deputy Assistant Director for the Division of Employment and Rehabilitation Services, Tom Colombo highlighted opportunities for Workforce Innovation and Opportunity Act (WIOA) program waivers recently encouraged by the U.S. Department of Labor (USDOL). States can request waivers to increase flexibility in implementing workforce programs, typically submitted alongside the state plan modification or afterward. Currently, Arizona has two approved waivers: allowing Individual Training Accounts for in-school youth and reducing the out-of-school youth spending requirement from 75% to 50%, which helps local areas manage participation challenges. New federal guidance encourages states to consider additional waivers to address operational barriers. Potential options include flexibility in youth program service requirements, extending supportive services after participants exit programs to support job retention, and allowing training services to be delivered through contracts when training providers are unavailable. Another option is a WorkFlex plan, which could allow the state to approve certain local waivers directly and provide more flexibility in infrastructure funding processes. Feedback was collected from local workforce areas through a survey conducted between December 2025 and January 2026. Early responses showed support for maintaining current waivers, expanding supportive services for participants after program exit, increasing flexibility for training contracts, and

potentially raising reimbursement levels for on-the-job training. State agencies are now reviewing the feedback and will coordinate with the Arizona Office of Economic Opportunity (OEO) to determine which waiver requests to pursue.

Following the presentation, the Council discussed the potential use of WIOA waiver flexibilities encouraged by the USDOL emphasizing that the federal government is encouraging states to pursue innovation and flexibility where appropriate. Members were encouraged to share feedback with the DES and the OEO as the state considers possible waiver requests. During the discussion, a question was raised about whether a waiver for the requirement to maintain a comprehensive one-stop center in each local workforce area could be applied selectively. It was clarified that if Arizona requests such a waiver, it does not have to be applied statewide and could instead be used for specific local areas that face unique challenges.

13. Adjournment

Chair Gaspers provided the following reminders:

REMINDERS:

- **Special Full Council Meeting on 04/16/2026**
Virtual via Zoom
- **Full Council Meeting on 05/14/2026**
Hybrid Meeting (Zoom) & In-Person: 1700 W Washington Street,
2nd Floor Conference Room
- **Arizona Workforce Summit on 6/9/2026-6/10/2026**
Mesa Convention Center, Building C, 263 N Center St, Mesa, AZ
85201

AZ OFFICE OF ECONOMIC OPPORTUNITY

MOTION: Chair Gaspers called for a motion to adjourn the meeting. Michelle Bolton made a motion; Alex Horvath seconded the motion.

ALL IN FAVOR: Alex Horvath, Beverly Wilson, Chet Samuelson, Debra Margraf, Dennis Anthony, Jackie Elliott, Jenna Rowell, Jeffrey McClure, Jim Corning, Karla Moran, Kristen Mackey, Mark Gaspers, Michael Cruz, Director Michael Wisheart, Michelle Bolton, Mayor Regina Romero, Scott Holman, Shawn Hutchinson, Skylic Estep

OPPOSED: None

ABSTAINED: None

MOTION PASSES

Governance and Compliance

Patrick Brown, Workforce Council Administrator



Job Center Certification (New Center)

Patrick Brown, Workforce Council Administrator





Innovative Workforce Solutions

WORKFORCE ARIZONA COUNCIL

2026 “Special” Full Council Meeting

Thursday, April 16th, 2026 | 1:00 pm – 3:00 pm

REMOTE MEETING VIA ZOOM:

Zoom: <https://us02web.zoom.us/j/85113856459?pwd=5hP7LHnMEjI7IR6L8GbdQGqbToqXnm.1>

Meeting ID: 851 1385 6459 **Passcode:** 266692

<p><u>Council Members Present:</u> Alexander Horvath, Tucson Medical Center Alisa Wren Freeport-McMoRan Anna Hunter, proxy for Director Michael Wisheart, Dept of Economic Security, Titles I & III Chet Samuelson, BOK Financial Debra Margraf, NECA Jackie Elliott, Central Arizona College John Walters, Trucordia Josh DeSpain, IBEW Local 570 Kristen Mackey, Dept of Economic Services, Title IV Mark Gaspers, Chairman, Boeing Michael Cruz, Lucid Motors Michelle Bolton, Vice-Chair, Banner Health Regina Romero, Mayor of Tucson Rose Castanares, TSMC Scott Holman, Amkor Technology Shawn Hutchinson, Phoenix Electrical Skylie Estep, Second Vice-Chair, South32 Zenji Reynolds, Southwest Shoulder Elbow and Hand Center</p>	<p><u>Council Members Absent:</u> Beverly Wilson, AZ Dept of Education, Title II Bill Ruiz, Western States Regional Council of Carpenters Danny Seiden, AZ Chamber of Commerce & Industry Dennis Anthony, State Apprenticeship Council Ian O’Grady, Policy Advisor, Governor Hobbs Jenna Rowell, Local First Arizona Jeffrey McClure, Supervisor, Pinal County Jim Corning, Novakinetics Aerosystems Justin Wilmeth, Arizona House of Representatives Karla Moran, SRP Sandra Watson, Arizona Commerce Authority Thomas Winkel, Arizona Coalition for Military Families</p>
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1. Welcome and Call to Order

Chairman Gaspers welcomes all members of the Workforce Arizona Council and the public to the Q2 2026 Special Full Council meeting. The meeting is called to order at 1:03pm.

2. Roll Call

Giselle Retana, Workforce Arizona Council Administrative Coordinator conducted roll call, a quorum was present.

3. Call to the Public

Chairman Gaspers opened the call to the public. No one spoke.

4. Arizona’s WIOA State Plan Final Submission, Vote

Patrick Brown, the Council’s Administrator presented to the Council the Arizona’s WIOA State Plan. The WIOA State Plan is presented as both a federal requirement and Arizona’s practical operating framework for the public workforce system, serving as a shared, customer-centric roadmap for Arizona at Work. It aligns priorities, strategies, and operational commitments to ensure investments respond to employer demand, support economic mobility, and strengthen system integration and accountability across partners. The plan emphasizes coordinated service delivery across workforce, education, training, and support services, bringing the four core programs (Titles I–IV) under a unified strategy rather than operating in silos. The two-year modification updates priorities and operations—such as intake, referrals, data sharing,

performance management, and one-stop integration—while incorporating stakeholder feedback and reflecting current economic conditions, including slower growth and shifting workforce needs. Overall, the plan shifts focus toward improving workforce participation, job matching, and access to quality, in-demand occupations, while enhancing governance, accountability, and the customer experience through a more integrated and measurable system.

MOTION: Chair Gaspers called for a motion for the Workforce Arizona Council to approve the Arizona WIOA State Plan Modification for Program Years 2026–2027 and authorize its submission in accordance with applicable state and federal requirements. Council Member Jackiet Elliott made a motion; Council Member Alex Horvath seconded the motion.

ALL IN FAVOR: Alex Horvath, Alisa Wren, Chet Samuelson, Debra Margraf, Jackie Elliott, John Walters, Josh DeSpain, Kristen Mackey, Mark Gaspers, Anna Hunter (proxy for Director Michael Wisehart), Michael Cruz, Michelle Bolton, Mayor Regina Romero, Rose Castanares, Scott Holman, Shawn Hutchinson, Skylie Estep and Zenji Reynolds

OPPOSED: None

ABSTAINED: None

MOTION PASSES

5. Adjournment

Chair Gaspers provided the following reminders for upcoming meetings and events:

- Thursday, May 14, 2026: Next Full Council Meeting
- June 9-10, 2026: Arizona Workforce Summit

MOTION: Chair Gaspers called for a motion to adjourn the meeting. Council Member John Walters made a motion; Council Member Debra Margraf seconded the motion.

ALL IN FAVOR: Alex Horvath, Alisa Wren, Chet Samuelson, Debra Margraf, Jackie Elliott, John Walters, Josh DeSpain, Kristen Mackey, Mark Gaspers, Anna Hunter (proxy for Director Michael Wisehart), Michael Cruz, Michelle Bolton, Mayor Regina Romero, Rose Castanares, Scott Holman, Shawn Hutchinson, Skylie Estep and Zenji Reynolds

OPPOSED: None

ABSTAINED: None

MOTION PASSES

May 7, 2026

Via Email: jeremy.smith@oeo.az.gov

Mark Gaspers, Chair
 Workforce Arizona Council
 1400 West Washington Street, Suite 3300
 Phoenix, Arizona 85007

Re: Request for Workforce Arizona Council Approval of Coconino County Membership Vacancy Waiver

Dear Chair Gaspers:

As identified in Workforce Arizona Council Policies, [Local Workforce Development Board Recertification \(Section II.B.7\)](#) and [Local Board Governance Policy \(Section IV.A.1\(g\)\)](#), the Coconino County Workforce Development Board requests Workforce Arizona Council's approval of this Local Workforce Development Board Membership Waiver Request for the following vacancies.

Membership Category	Vacancy Term Date
Business Seat	10/14/2025
Business Seat	11/12/2025
Business Seat	11/12/2025
Workforce Representation	11/12/2025

The Coconino County Workforce Development Board has been unable to fill the above vacancies in the designated 120-day policy timeframe, due to not having a permanent Director in place, developing and negotiating new SGA and Bylaws, along with the loss of multiple Board members. The Coconino County Workforce Development Board anticipates filling the vacancies within the next 30 days by having the CEO appoint new members that are under review.

Should you have any questions or require further information, please do not hesitate to contact Eilise Fisher, Coconino County Workforce Development Board Director directly at 928-606-7597 or via email at: eifisher@coconino.az.gov. Thank you for the Workforce Arizona Council's consideration of this request.

Sincerely,



PATRICE HORSTMAN, Chair
 Coconino County Board of Supervisors
 Chief Elected Official – Coconino County Workforce Development Board

cc: Mark Gaspers, Chair, Workforce Arizona Council
 Patrick Brown, Arizona Workforce Council Administrator, Office of Economic Opportunity
 Janice Garza, Workforce Council Policy Manager, Office of Economic Opportunity
 Shannon Shoots Chair, Coconino County Workforce Development Board
 Eilise Fisher Coconino County Workforce Development Board Director
 Jeremy Smith, Governance and Compliance Advisor, Office of Economic Opportunity

Executive Summary

This inquiry was conducted by Workforce Arizona Council (WAC) staff, with support from the Office of Economic Opportunity (OEO), in response to information received between October 13–16, 2025 regarding governance actions affecting the Coconino County Local Workforce Development Board (LWDB).

The purpose of this review is to document relevant facts, assess alignment with the Workforce Innovation and Opportunity Act (WIOA), applicable federal regulations, state policy, and local governance documents, and to provide information to support the Governor’s and Arizona Department of Economic Security’s (ADES) oversight responsibilities.

Under 20 CFR § 683.410, the Governor is responsible for ensuring that WIOA-funded entities substantially comply with applicable requirements. ADES, as the State’s designated administrative entity under A.R.S. § 41-1954, carries primary responsibility for monitoring and reporting on WIOA programs.

Consistent with 20 CFR Part 679 Subpart A, the State Workforce Development Board supports the Governor by advising on system alignment, identifying risks, and promoting continuous improvement. In this capacity, WAC staff conducted this inquiry as a fact-finding and advisory review.

The purpose of this inquiry is to:

- Document the sequence of governance and recertification-related event’s;
- Assess alignment with WIOA §107, 20 CFR Part 679, state policy, and local governance documents; and
- Provide observations and considerations to support the Governor and ADES in determining whether further review, monitoring, or corrective action is warranted.

This review focuses on:

- LWDB governance structure and actions;
- The relationship between the Chief Elected Official (CEO) and the LWDB;
- Recertification processes and delays; and
- Documentation, transparency, and procedural consistency.

This inquiry does not evaluate program performance or service delivery outcomes.

Role of WAC and OEO

The WAC serves as Arizona’s State Workforce Development Board pursuant to A.R.S. § 41-5401. OEO provides staffing and system support under A.R.S. § 41-5303 and § 41-5402. Under 20 CFR § 679.130, State Workforce Development Boards are responsible for:

- Assisting the Governor in the development and implementation of the State Plan;
- Identifying barriers and opportunities within the workforce system;
- Supporting continuous improvement; and
- Providing policy guidance and recommendations.

WAC and OEO do not independently administer WIOA funds or exercise direct enforcement authority. Accordingly, this inquiry was conducted in an advisory capacity to inform state-level oversight and decision-making.

Background and Context

Origin of the Inquiry

Between September 2024 and September 2025, WAC staff worked with the Coconino County LWDB to support recertification. Despite multiple extensions and technical assistance, required materials were delayed or incomplete.

By mid-2025, WAC staff had worked toward a path to recertification, contingent upon CEO approval. In October 2025, new concerns emerged, including:

- Allegations of governance interference;
- Removal of the LWDB Chair;
- Administrative leave of the Executive Director;
- Delays in recertification approval; and
- Proposed structural changes to board composition.

These developments elevated the situation from an administrative delay to a governance and compliance risk, prompting this inquiry.

Scope and Methodology

Scope

This compliance inquiry assesses whether the Coconino County Local Workforce Development Board (LWDB) and the Coconino County Chief Elected Official (CEO) acted in accordance with the Workforce Innovation and Opportunity Act (WIOA), applicable federal regulations, Workforce Arizona Council policies, and the LWDB's shared-governance agreement and bylaws in connection with actions taken beginning in October 2025. Central to this review is an examination of the process, authority, and compliance basis for the removal of the LWDB Chair, including whether such actions adhered to the procedural and substantive requirements established in governing documents.

The inquiry encompasses statutory and policy requirements governing LWDB leadership structure ([20 CFR 679.330](#)), board member appointment ([20 CFR 679.310\(a\)](#)) and removal authority, conflict-of-interest rules, officer-role expectations, and due-process protections afforded under the LWDB's bylaws ([20 CFR 679.310\(g\)](#)) and shared-governance agreement ([20 CFR 679.310\(c\)](#)). It evaluates whether the decision-making process related to the Chair's removal followed required procedures—such as notice, documentation, board action, CEO involvement, voting procedures, and adherence to state and federal oversight expectations. The review also examines whether the LWDB and CEO fulfilled their respective responsibilities ([20 CFR 679.390](#)) regarding communication, transparency, and documentation during and after the removal action.

Boundaries of the inquiry are limited to governance, legality, and procedural compliance related to the removal of the LWDB Chair and associated board actions. The review does not include personnel performance evaluations unrelated to statutory board duties, internal county administrative issues not tied to WIOA governance, or any matters predating October 2025 except where necessary to establish context for current compliance questions. The inquiry does not evaluate program effectiveness or outcomes for participants; its focus is solely on whether leadership-removal actions adhered to WIOA, state policy, the shared-governance agreement, and LWDB bylaws.

Methodology

This review included:

- Document analysis (agreements, bylaws, correspondence, agendas);
- Interviews with board members, county officials, and stakeholders;
- Review of meeting recordings and public records; and
- Comparison against WIOA statute, 20 CFR Part 679, and state policy.

Findings are based on available documentation and information provided. In some instances, verification was limited due to unavailable or privileged information.

This compliance inquiry was conducted using a structured, multi-method approach designed to evaluate whether the actions surrounding the removal of the LWDB Chair, and related governance decisions taken after October 2025, conformed to requirements under WIOA, Workforce Arizona Council policies, the local shared-governance agreement, and the LWDB's bylaws.

Document Review

The inquiry included a comprehensive review of written materials relevant to LWDB governance and the specific events under examination. Documents reviewed included emails and written correspondence; meeting agendas and minutes; board resolutions and voting records; the LWDB's bylaws; the shared-governance agreement between the LWDB and the Coconino County Chief Elected Official (CEO); organizational policies; Workforce Arizona Council policy documents; and any supplemental materials presented to the board or the CEO during the removal process. Contractual documents, procedural guidance, and public records were also examined to assess alignment with statutory and policy requirements.

Interviews and Meetings

Interviews or information-gathering meetings were conducted with individuals directly involved in or knowledgeable about the LWDB Chair removal, including board members, county officials, staff supporting the LWDB, and other stakeholders as needed. These conversations focused on understanding the sequence of events, the rationale behind actions taken, the interpretation of governing documents, and the decision-making processes used during the relevant period.

Policy and Compliance Analysis:

All collected information was evaluated through a structured comparison against applicable requirements found in WIOA statute and regulations, Workforce Arizona Council policies, and the LWDB's governing documents. This analysis included assessing procedural compliance (such as notice, quorum, voting, and documentation), authority boundaries between the board and the CEO, and adherence to transparency and due-process expectations. Where relevant,

data and timelines were cross-checked for consistency across multiple sources to validate accuracy and completeness.

This methodology ensured that the inquiry's findings were based on verifiable evidence, interpreted within the appropriate legal and policy frameworks, and analyzed in a manner consistent with accepted practices for governmental compliance review.

Limitations

The scope of this compliance review was limited by the availability and completeness of documentation provided by the Local Workforce Development Area, which constrained the ability to fully verify compliance with Workforce Innovation and Opportunity Act (WIOA) governance requirements.

Summary of Information Gathered

The following chronology summarizes key events related to governance, leadership actions, and documentation associated with the Coconino County Local Workforce Development Area (LWDA), based on records reviewed.

In February 2019, the Coconino Workforce Development Board (CWDB) operated under formally established bylaws. In May 2021, a Shared Governance Agreement (SGA) was executed between the Chief Elected Officials (CEO) and the Local Workforce Development Board (LWDB), establishing roles and responsibilities under WIOA.

In February 2023, updated bylaws were developed; however, available documentation indicates these were not formally approved, creating uncertainty regarding the governing framework in effect. Throughout 2024, governance training and supporting materials were provided to LWDB leadership, including guidance on WIOA requirements and local oversight structures.

On March 15, 2024, the LWDB formally communicated its intent to move forward with a Request for Proposals (RFP) for WIOA Title I-B services. In 2025, several governance-related actions were initiated, including the engagement of legal counsel (January 29, 2025) and implementation of a performance review process for the Executive Director (March 12, 2025). On April 10, 2025, proposed updates to governance roles and responsibilities were documented.

Between June 16 and June 23, 2025, a revised Shared Governance Agreement was developed between the CEO and LWDB; however, records indicate this version was not formally approved by the full Board. A publicly recorded LWDB meeting was held on July 17, 2025, reflecting ongoing coordination between the LWDB and County officials.

In September 2025, communications among LWDB leadership and County officials reflect increasing concerns regarding governance structure, committee roles, and communication protocols.

Beginning October 13, 2025, multiple communications raised concerns regarding governance actions, including allegations of interference, retaliation, and risks to LWDB recertification and WIOA funding. On October 14, 2025, the Coconino County Board of Supervisors (BOS) held a public meeting, approved Resolution No. 2025-65, and took action to remove the LWDB Chair.

Formal notification of this action was provided on October 15, 2025, by the County Attorney's Office, along with related correspondence regarding board governance and officer elections.

Between October 15 and October 21, 2025, extensive correspondence between LWDB members and County officials documented disputes regarding governance authority, due process, and alignment with WIOA and the Shared Governance Agreement. These communications also raised concerns regarding leadership removals, board independence, and adherence to established procedures. A subsequent LWDB meeting was noticed on October 17, 2025.

On October 22, 2025, a special LWDB meeting was held, which included discussion of placing the Executive Director on administrative leave.

In November 2025, communications indicate that the Executive Director was dismissed, with concerns raised regarding the process and alignment with governance agreements. The meeting minutes approved on November 4, 2025, documented actions taken by the BOS during an open meeting which included the removal of the LWDB Chair.

Between November 19 and November 20, 2025, OEO staff initiated follow-up inquiries with County officials as part of a compliance review. On December 9, 2025, the County Attorney's Office provided a formal response addressing questions related to governance actions, including the removal of the LWDB Chair and Executive Director, with supporting documentation for review.

Findings

The following findings present an assessment of the actions taken by the Coconino County Local Workforce Development Board (LWDB) and the Board of Supervisors (BOS)/Chief Elected Official (CEO) related to the removal of the LWDB Chair and associated governance activities occurring after October 2025. Findings are organized by key issues and themes identified during the inquiry, including adherence to statutory and policy requirements, compliance with the LWDB's governing documents, procedural accuracy, communication and documentation processes, and alignment with Workforce Arizona Council expectations for local board governance.

Each finding reflects the information gathered through document review, interviews, and policy analysis, and is presented without interpretation or judgment beyond the factual determination of compliance or noncompliance.

Finding #1: Removal of LWDB Chair – Verification Limitations

Based on available information, the basis and process for removal of the LWDB Chair could not be fully verified due to limited disclosure. The County indicated that supporting details were protected under attorney–client privilege.

As a result, it could not be determined whether all procedural and documentation requirements under WIOA §107 and applicable governance policies were followed.

Risk: This lack of verifiable documentation presents a risk of misalignment with:

- WIOA governance transparency expectations;

- Documentation standards necessary for state oversight; and
- Shared governance principles between the CEO and LWDB.

Description: The Local Workforce Development Area is non-compliant because the CEO prevented verification of statutory procedures being followed. The CEO also failed to establish LWDB bylaws consistent with state policy and federal requirements for inclusion of any other conditions governing appointments and membership. Furthermore, the CEO did not ensure that board business was conducted openly, as information regarding LWDB activities that are required under the bylaws were not made available to the public. Collectively, these issues demonstrate non-compliance with state and federal governance requirements.

- **Relevant Policy/Requirement:**

- WIOA Sec. 107(b) – Board Membership and Structure
Requires that Local Workforce Development Board (LWDB) appointments and removals follow established statutory and procedural requirements to ensure transparent and compliant governance.
- WIOA Sec. 107(c)(1) – Authority of Chief Elected Officials
CEOs are responsible for appointing LWDB members but must do so in accordance with WIOA, local governance agreements, and state policy—requiring documentation sufficient to verify compliance.
- WIOA Sec. 107(e) – Transparency and Accountability
Requires LWDBs and CEOs to operate in a manner consistent with applicable federal and state policies, including maintaining adequate documentation to substantiate governance actions such as removals.
- Workforce Arizona Council (WAC) – Local Governance Policy
Requires each local area to maintain a written governance agreement that outlines the procedures for LWDB member appointment and removal, including documentation standards that allow state-level compliance verification.
- Workforce Arizona Council (WAC) – LWDB Bylaws Requirements
Mandates that LWDB bylaws include clear, documented procedures for removing board members or officers, including the LWDB Chair, to ensure consistency, transparency, and auditability.
- Workforce Arizona Council (WAC) – Recordkeeping and Public Accountability Requirements
Requires local areas to maintain records demonstrating compliance with governance procedures so the State can verify that actions, including removals, were conducted according to approved policies and bylaws.

- **Supporting Information:**

- [October 14, 2025 Board of Supervisors Revised Agenda](#)
- [October 14, 2025 Board of Supervisors Meeting Summary](#)
- [2021 Shared Governance Agreement](#)
- [2025 Shared Governance Agreement](#) (see Finding #2)
- [October 20, 2025 Coconino County/OEO Meeting Transcript](#)
- [December 9, 2025 County Attorney Email](#)

- **Impact: Proactive measures are recommended to mitigate the potential for worsening effects.** Failure to document and follow required governance procedures under WIOA and WAC policy creates significant compliance risks, including:

- Breakdown in Required Shared Governance
WIOA requires CEOs and LWDBs to jointly manage workforce-system governance; lack of transparency or documentation undermines this statutory partnership.
- Risk to Local Area Certification
WAC policy ties LWDB compliance, including adherence to approved bylaws and governance agreements to ongoing local board certification and eligibility to administer WIOA funds.
- State Oversight and Corrective Action Exposure
Incomplete or non-verifiable documentation can trigger corrective action requirements from the State, including mandated revisions to governance processes.
- Reduced Public Accountability
WIOA and Arizona’s public-governance standards emphasize transparency; withholding the basis for significant board actions diminishes public trust and impedes state-level monitoring.

Finding #2: Shared Governance Agreement (2025)- Lack of Formal Approval

The 2025 Shared Governance Agreement was signed but not formally approved by the full LWDB. As a result, reliance on this agreement for governance actions may create ambiguity regarding which governing framework was in effect.

Risk:

- Potential inconsistency in application of governance authority;
- Uncertainty regarding validity of actions taken under the agreement;
- Misalignment with WIOA expectations for clearly established governance structures.

Description: A review of CWDB meeting minutes indicates that, although the 2025 Shared Governance Agreement update was shared with the LWDB and signed by the CWDB Chair, it was never formally presented for approval by the full LWDB. Because this agreement was referenced by the CEO as the basis for the removal of the CWDB Chair and Executive Director—and lacked formal Board approval—the governance structure defaults back to the previously approved Shared Governance Agreement.

Relevant Policy/Requirement:

- WIOA Sec. 107(c)(1) – Roles and Responsibilities of CEO and LWDB
Requires the establishment of local governance structures in accordance with state procedures, including agreements that define the roles, responsibilities, and authorities of the CEO and LWDB. Governance agreements must comply with state-established processes.
- Workforce Arizona Council (WAC) – Local Governance Policy
The LWDB and the CEO must enter into a written agreement that describes how the parties will carry out their shared governance functions and meet other LWDB requirements such as membership criteria, local policy, and communicating with elected officials and the public.

- **Supporting Information:**

- [2021 Shared Governance Agreement](#)

- [2025 Shared Governance Agreement](#)
- **Impact: Left unmitigated, this issue could pose a greater impact over time.**
Failure to obtain formal CWDB approval for the 2025 Shared Governance Agreement presents several compliance and operational risks under WIOA and Workforce Arizona Council policies. Specifically, relying on an unapproved agreement to make leadership or structural decisions may:
 - Invalidate or Call Into Question Actions: Including the removal of the CWDB Chair and/or Executive Director, due to the lack of an authorized governing document.
 - Undermine Required Transparency and Accountability: As mandated by WIOA that Board actions, including approval of governance documents, occur through documented, open-meeting processes.
 - Create Misalignment with Workforce Arizona Council Policies: Require Boards to operate under formally adopted governance structures and maintain clear, approved roles and authorities.
 - Expose the LWDB and CEO to Compliance Findings or Corrective Action: Decisions made without an approved governance framework may be viewed as exceeding delegated authority.
 - Disrupt Continuity of Operations: Uncertainty regarding which governance agreement is valid can impede decision-making, oversight responsibilities, and the proper separation of duties required under WIOA.

Finding #3: Bylaws Adoption- Incomplete Formalization

The 2023 bylaws were reviewed but not formally adopted by the LWDB in final form.

Risk:

- Lack of a clearly established governance framework;
- Uncertainty regarding procedures for board actions;
- Increased risk of inconsistent or unverifiable governance practices.

Description: During the review of CWDB governance documents and discussions regarding multiple versions of the bylaws to determine the most current version, it was identified that the 2023 bylaws, while reviewed by the CWDB, were never formally approved in their final form. As a result, the bylaws were not properly adopted in accordance with required governance and approval procedures, creating uncertainty regarding which bylaws are valid and enforceable.

- **Relevant Policy/Requirement:**
 - WIOA Section 107(b) and 107(c)
Requires Local Workforce Development Boards (LWDBs) to operate as formal governing bodies with clearly defined roles, responsibilities, and procedures. Board governance actions, including adoption of bylaws, must be conducted through official board action to ensure lawful and accountable operations.
 - 20 CFR § 679.310(a) – Local Workforce Development Board Functions
Assigns the LWDB responsibility for governance, policy development, and oversight of local workforce activities. This includes maintaining governing documents—such as bylaws—that are formally adopted and guide board operations.

- 20 CFR § 679.320(a) – Local Workforce Development Board Authority
Clarifies that the LWDB must exercise its authority in accordance with applicable federal, state, and local governance requirements, including adherence to formally approved governing documents.
 - Workforce Arizona Council (WAC) – Local Governance Policy
Workforce Arizona Council policy requires each LWDB to maintain current, formally approved bylaws that define board structure, membership, officer roles, meeting procedures, voting requirements, and other governance functions.
 - Workforce Arizona Council (WAC) – Local Governance Policy
WAC policy requires that bylaws be formally adopted by the LWDB through documented board action, typically via a vote conducted in compliance with open meeting requirements. Draft or reviewed versions that are not formally approved are not considered valid or enforceable.
 - Workforce Arizona Council (WAC) – Local Governance Policy
Local areas must ensure that governance documents, including bylaws, are current, internally consistent, and clearly identifiable as the operative version. Failure to formally approve bylaws creates uncertainty regarding board authority and compliance with state oversight expectations.
- **Supporting Information:**
 - [2019 CWDB Bylaws](#)
 - [2023 CWDB Bylaws](#)
- **Impact: The matter carries risk that may intensify under certain conditions(i.e:open meeting laws).**
Failure to formally approve the 2023 CWDB bylaws presents several governance and compliance risks under WIOA and Workforce Arizona Council policies. Specifically, the lack of formally adopted bylaws may:
 - Invalidate or Call Into Question Board Actions: Without a formally approved set of bylaws, it is unclear which governance rules are in effect, potentially affecting the validity of board decisions, officer elections, and procedural actions.
 - Undermine Required Transparency and Accountability: WIOA and WAC policies require board actions, including adoption of governing documents, to occur through documented, open-meeting processes. Draft or unapproved bylaws do not meet this standard.
 - Create Misalignment with Workforce Arizona Council Policies: Boards are required to operate under formally approved governance structures that clearly define roles, authorities, and responsibilities. Failure to adopt bylaws compromises compliance with these requirements.
 - Expose the LWDB and CEO to Compliance Findings or Corrective Action: Operating without formally approved bylaws may be viewed as exceeding delegated authority or failing to meet governance obligations, potentially triggering corrective action from the state.
 - Disrupt Continuity of Operations: Uncertainty regarding which bylaws are valid can impede decision-making, oversight responsibilities, officer roles, and the consistent application of governance procedures, impacting the CWDB’s ability to carry out its WIOA-mandated functions.

Finding #4: Executive Director Action- Governance Framework Ambiguity

Actions related to the Executive Director relied, in part, on provisions from governance documents that were not clearly established as being approved.

Risk:

- Potential misalignment between actions taken and governing authority;
- Reduced clarity in roles and responsibilities;
- Increased exposure to governance disputes.

Description:

A review of documents and meeting records determined that the removal of the CWDB Executive Director was not conducted in compliance with the currently valid 2021 Shared Governance Agreement (SGA). The CEO referenced the unapproved—and therefore invalid—2025 SGA when taking action to remove the Executive Director. The 2025 SGA, though never approved by the CWDB, states that the LWDB Executive Director “reports to the LWDB and to the CEO” and that “hiring, evaluation, and dismissal shall be a collaborative effort of the LWDB and CEO.” In contrast, the 2021 SGA, which remains the only approved and governing document, specifies that the LWDB Executive Director “functionally reports only to the LWDB” (with administrative payroll routing through the Coconino County Public Affairs Director) and that the LWDB retains full oversight, hiring, and dismissal authority for the Executive Director.

During the October 22, 2025 public CWDB meeting, the County shared its reasons for seeking the Executive Director’s removal, but did so for informational purposes and specifically to ensure they were demonstrating alignment with the 2025 SGA. Because this was a personnel agenda item, the Executive Director elected to have the discussion occur in a public session. At the meeting, the County and CWDB discussed the County’s stated reasons for suggesting removal and noted their intent to proceed with removal following the meeting. (The CWDB did not host a motion/vote for this agenda item.)

Because the 2025 SGA had not been formally adopted by the CWDB, reliance on its provisions—and actions taken under its framework—resulted in the Executive Director’s removal being conducted outside the agreed upon language under the valid 2021 Shared Governance Agreement.

- **Relevant Policy/Requirement:**

- WIOA Section 107(d)(8)
Requires that the Local Workforce Development Board (LWDB) employ an Executive Director (or equivalent position) to carry out the duties assigned by the board. This provision establishes the LWDB’s authority over the Executive Director role and reinforces that oversight, supervision, and employment decisions rest with the LWDB unless otherwise delegated through an approved governance agreement.
- 20 CFR § 679.310 – Local Workforce Development Board Functions
Assigns the LWDB responsibility for governance, policy direction, and oversight of local workforce activities, including staffing necessary to carry out board functions.
- 20 CFR § 679.320 – Local Workforce Development Board Authority
Clarifies that the LWDB has authority over its staff and operations consistent with state and local governance structures, reinforcing that employment decisions must align with formally approved agreements and policies.

- [Workforce Arizona Council \(WAC\) – Local Governance Policy](#)
Workforce Arizona Council policy requires each Local Workforce Development Area to maintain a formally approved Shared Governance Agreement between the Chief Elected Official (CEO) and the LWDB. The SGA defines roles, responsibilities, reporting relationships, and authority over personnel, including the Executive Director.
- **Supporting Information:**
 - [2021 Shared Governance Agreement](#)
 - [2025 Shared Governance Agreement](#)
 - [October 22, 2025 CWDB Meeting Agenda](#)
 - [October 22, 2025 CWDB Meeting Recording and Transcription](#) (timestamp 1:39)
 - [October 22, 2025 Meeting Minutes](#)
- **Impact: This concern warrants monitoring to prevent a more significant impact to the system.**
Failure to remove the CWDB Executive Director in accordance with the valid 2021 Shared Governance Agreement presents significant governance and compliance risks under WIOA and Workforce Arizona Council policies. Specifically, reliance on an unapproved governance framework and the absence of formal CWDB action will bring about the following situations:
 - **Invalidate or Call Into Question the Removal Action:** As the Executive Director’s removal was not approved by the CWDB as required under the governing 2021 Shared Governance Agreement.
 - **Undermine Board Authority and Oversight:** By bypassing the governance processes established in the Shared Governance Agreement—through which the LWDB is assigned responsibility for oversight and participation in decisions affecting the Executive Director.
 - **Create Misalignment with Workforce Arizona Council Governance Policy:** Which requires local areas to operate under formally approved Shared Governance Agreements that clearly define personnel authority and reporting relationships.
 - **Expose the CWDB and CEO to Compliance Findings or Corrective Action:** Actions taken outside an approved and enforceable governance agreement may be viewed as exceeding delegated authority under state and federal requirements.
 - **Disrupt Continuity and Stability of Operations:** Unclear or conflicting authority over the Executive Director role may impair leadership continuity, operational effectiveness, and the CWDB’s ability to carry out WIOA-mandated functions.

Finding #5: Roles and Responsibilities-Lack of Clarity

Documentation and stakeholder input indicate a lack of consistent understanding and application of roles between the CEO and LWDB.

Risk:

- Misalignment with WIOA §107 shared governance structure;
- Operational inefficiencies;
- Increased likelihood of conflicting governance actions.

Description:

During the compliance review, it was identified that the Local Workforce Development Area (LWDA) lacks a clearly documented and communicated understanding of the roles and responsibilities of key stakeholders, including the Chief Elected Official (CEO), Local Workforce Development Board (LWDB) members, LWDB staff, and the fiscal agent. Existing governance documents, including the Shared Governance Agreement and bylaws, either do not fully define these roles or are not consistently applied, resulting in ambiguity regarding decision-making authority, oversight responsibilities, and operational accountability across the LWDA.

- **Relevant Policy/Requirement:**

- WIOA Section 107(b) and 107(d): Requires the LWDB and CEO to have clearly defined roles, responsibilities, and oversight authority to ensure effective governance and accountability of local workforce programs.
- 20 CFR § 679.310 and § 679.320: Establishes that LWDBs must maintain structured governance and operational authority consistent with federal, state, and local requirements.
- 20 CFR § 679.400(a) – Local Director: Assigns responsibility to the LWDB Executive Director for carrying out board functions and operational oversight.
- 20 CFR § 679.400(d) – Local Staff: Clarifies that LWDB staff execute responsibilities under the direction of the board and in alignment with governance policies.
- 20 CFR § 679.420 – CEO Fiscal Agent Designation: Defines the CEO's role in designating a fiscal agent and ensuring proper oversight of financial operations.
- Workforce Arizona Council (WAC) Local Governance Policy: Requires that governance documents clearly delineate roles and responsibilities of the CEO, LWDB members, staff, and fiscal agent to ensure transparency, accountability, and proper execution of board functions.

- **Supporting Information:**

- [2021 Shared Governance Agreement](#)
- [2025 Shared Governance Agreement](#)

- **Impact: The potential for escalation exists if corrective actions are not taken.**

Without a clear understanding of each stakeholder's roles and responsibilities:

- Board members, staff, and the CEO may unintentionally exceed or fail to exercise their authority.
- Oversight of WIOA program operations and fiscal responsibilities may be inconsistent or ineffective.
- Compliance with WIOA, Workforce Arizona Council policy, and state oversight expectations may be jeopardized.
- Decision-making, accountability, and continuity of operations within the LWDA may be impaired.

Conclusions

This review identified several governance and procedural concerns that may affect alignment with WIOA requirements and state policy. These concerns primarily relate to documentation, formal adoption of governing documents, and clarity of roles between the CEO and the LWDB.

While this report does not make a formal determination of noncompliance, the issues identified present **elevated risk** to:

- Local board certification and recertification processes;
- Transparency and accountability; and
- Effective implementation of WIOA governance requirements.

These matters may warrant further review, technical assistance, or monitoring by ADES, consistent with the Governor's oversight responsibilities under federal regulation.

Specifically, the review identified the following:

- The basis for the removal of the LWDB Chair and Executive Director was not fully documented or verifiable, limiting transparency and accountability.
- The 2025 Shared Governance Agreement was referenced in decision-making despite not being formally approved by the full CWDB, resulting in actions taken outside the authority of the governing 2021 agreement.
- The 2023 CWDB bylaws were reviewed but never formally approved in final form, creating uncertainty regarding which governance rules are operative.
- The removal of the CWDB Executive Director did not comply with the approved 2021 Shared Governance Agreement, leading to potential misalignment with established authority and oversight responsibilities.
- Roles and responsibilities of the CEO, LWDB members, LWDB staff, and the fiscal agent are not clearly documented or consistently applied, creating operational and compliance risks.

Collectively, these findings indicate that while some governance processes exist, compliance requirements under WIOA and WAC policy have not been fully met. The lack of formal approval, documentation, and clarity in roles and responsibilities presents risks to the LWDB's operational effectiveness, transparency, and alignment with statutory and policy obligations.

To strengthen compliance, it is recommended that the LWDB and CEO prioritize formal approval of governance documents, clearly define and communicate stakeholder roles, and ensure all board actions follow documented procedures in accordance with WIOA and WAC policy requirements.

Recommendations

Consistent with the State Workforce Development Board's role under 20 CFR Part 679 Subpart A, the following actions are recommended for consideration:

Governance Alignment

- Formal adoption and documentation of bylaws and governance agreements;
- Clarification of roles and responsibilities between the CEO and LWDB consistent with WIOA §107.

Documentation and Transparency

- Strengthening recordkeeping practices to support state-level verification;
- Ensuring governance actions are documented and publicly accessible where required.

Capacity and Training

- Consider governance training for board members and staff;
- Provide technical assistance to support alignment with WIOA and state policy.

State Coordination

- Referral to ADES for further review, monitoring, or determination, as appropriate;
- Continued coordination with WAC to support system improvement and consistency.

The following actionable steps are recommended:

- Formal Approval of Governance Documents
 - Action: Formally review, approve, and document the 2023 CWDB Bylaws and all future amendments to the Shared Governance Agreement to meet WIOA and Workforce Arizona Council (WAC) requirements. All actions must be formally approved, reflected in official minutes, and retained for state and federal monitoring.
 - Responsible Parties: CWDB, CEO
 - Reasonable Timeline: Within 90 days
- Clarification of Roles and Responsibilities
 - Action: Develop and formally adopt a comprehensive Shared Governance Agreement that clearly defines the authority, duties, and accountability of the Chief Elected Official (CEO), Local Workforce Development Board (LWDB) members, LWDB staff, Executive Director, and Fiscal Agent. The document must specify operational and oversight responsibilities, approval and decision-making authority, fiscal and programmatic oversight, and reporting relationships, and be aligned with WIOA and applicable state policy.
 - Responsible Parties: CWDB Executive Director, CEO, CWDB
 - Reasonable Timeline: Within 90 days
- Policy and Regulation Review
 - Action: Conduct a formal review of all governance policies, bylaws, and related agreements to confirm alignment with WIOA statutory requirements, 20 CFR Part 679, and Workforce Arizona Council (WAC) Local Governance Policy. Revise, update, or replace documents as necessary to eliminate ambiguities, resolve inconsistencies, and clearly reflect current governance, oversight, and decision-making requirements. All revisions must be formally approved and documented.
 - Responsible Parties: CWDB Executive Director, CWDB, CEO, WAC staff (technical assistance optional)
 - Reasonable Timeline: Within 90 days
- Staff and Board Training
 - Action: Provide recommended technical assistance and training for CWDB members, CEO staff, and CWDB staff covering WIOA statutory and regulatory requirements, Workforce Arizona Council (WAC) policies, governance and fiduciary responsibilities, Arizona Open Meeting Law, and formally approved

board procedures. Training must reinforce adherence to approved governing documents, role clarity, and transparent, compliant decision-making practices.

- Responsible Parties: CWDB Executive Director, CWDB staff, WAC staff (technical assistance)
- Reasonable Timeline: Within 90 days, with annual refresher training
- Enhanced Monitoring and Controls
 - Action: Implement formal internal monitoring and control procedures to verify that all board actions—including member appointments and removals, adoption and amendment of governance documents, and other official actions—are conducted in accordance with formally adopted policies, WIOA requirements, and Arizona Open Meeting Law. Establish and maintain a centralized recordkeeping system to document approvals, meeting actions, and compliance for state oversight and monitoring.
 - Responsible Parties: CWDB Executive Director, CWDB Staff, CEO
 - Reasonable Timeline: Ongoing; initial procedures to be implemented within 60 days
- Communication and Transparency Improvements
 - Action: Implement standardized communication and transparency practices to document all board actions, including meeting agendas, minutes, and approval of governance documents, and make such records publicly available in accordance with WIOA transparency (“sunshine”) requirements, 20 CFR Part 679, Workforce Arizona Council (WAC) policy, and applicable state open meeting laws.
 - Responsible Parties: CWDB Executive Director, CWDB Staff
 - Reasonable Timeline: Immediate and ongoing
- State Reporting and Compliance Verification
 - Action: Submit comprehensive documentation of all completed governance updates—including final recertification materials, staff and board training records, and finalized roles and responsibilities—to the Workforce Arizona Council (WAC) for review and verification of compliance with WIOA requirements, 20 CFR Part 679, and applicable WAC policies.
 - Responsible Parties: CWDB, CEO, CWDB Executive Director
 - Reasonable Timeline: Within 90 days

Next Steps:

Sustained compliance and effective LWDB operations require regular review and updating of governance documents, roles, and operational procedures.

If Coconino County is able to carry out the completion of these actions in the reasonable timeframe being recommended it will close the identified compliance gaps, reinforce CWDB governance structures, improve transparency, and mitigate the risk of corrective actions being taken by the Governor and ADES as oversight authorities