



WORKFORCE DEVELOPMENT BOARD

July 2, 2026
Executive Committee
Meeting Packet



Meeting Packet

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Coconino Workforce Development Board Executive Committee Meeting Agenda

Thursday, July 2, 2026, 1:00 PM. Virtual Via Microsoft Teams

Meeting ID: 212 729 249 392 99

Passcode: HZ98DY6V

[Join the meeting now](#)

1. Call To Order

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

A. Pledge of Allegiance

B. Roll Call

2. Call to the Public

3. Approval of Minutes

- May 7, 2026 Meeting Minutes

4. Discussion and Possible Action

- A. ATLAS contract renewal update
- B. One-Stop Operator Request for Proposal (RFP) update [LINK](#)
- C. Form an Ad Hoc Committee for OSO selection
- D. Standing committee update
- E. Finance role update: transition between Jessica and H&M (handoff of responsibilities/tasks)
- F. NAGJN Phase III program wrap-up
- G. New board member: Colleen Maring
- H. Board Retreat Discussion
- I. July 16, 2026, CCWDB Board Meeting Agenda

5. Adjournment

Coconino County Workforce Development Board (CCWDB)

Executive Committee Meeting Minutes

Date: May 7, 2026, 1:00 PM Virtual (Teams)

1. Call to Order and Roll Call

CALL TO ORDER – The meeting was called to order by Chair Shoots at approximately 1:00 PM.

ROLL CALL – Conducted by Chair Shoots. Quorum confirmed.

CCWDB Executive Member Present:

Beth Caplan

Jason Jones

Shannon Shoots

CCWDB Executive Member Absent:

Gail Jackson

Supervisor Jeronimo Vasquez

2. Pledge of Allegiance - The Pledge of Allegiance was recited.

3. Call to the Public – No public comments were received.

4. Approval of Previous Meeting Minutes

Board Member Caplan moved to approve the March meeting minutes. Board Member Jones seconded the motion with a note requesting future discussion and documentation regarding potential legal representation planning.

Motion: Approve March meeting minutes.

Moved by: Board Member Caplan

Seconded by: Board Member Jones

Result: Motion carried unanimously.

5. DISCUSSION & POSSIBLE ACTION ITEMS

A. Board Seat Vacancies and OEO Waiver Discussion

Eilise Fisher provided an update regarding current board vacancies and the potential need for an Office of Equal Opportunity (OEO) waiver. She reported:

- Three applicants are expected to move forward in the appointment process.

- A waiver request will be submitted for positions vacant longer than 120 days.
- OEO indicated the waiver will not negatively impact the board recertification process.
- Board recertification is still anticipated to move forward as scheduled.

Discussion included continued recruitment efforts for business, workforce, and labor representation positions. Board Member Shoots shared outreach efforts made to labor organizations, including:

- International Brotherhood of Electrical Workers (IBEW)
- Pipefitters Union
- Carpenters Union

The committee discussed additional recruitment opportunities with organizations such as:

- Northern Arizona Healthcare (NAH)
- Gore
- Purina
- City of Flagstaff representation

Board Member Jones informed the committee that Jeff McCormick is no longer with the City of Flagstaff, creating another anticipated vacancy. Committee members discussed the value of maintaining strong employer and local government representation on the board.

Board Member Caplan emphasized the importance of including larger private-sector employers and independent business representation when filling vacancies.

B. One-Stop Operator (OSO) Request for Proposal (RFP) Update

Eilise Fisher provided an update on revisions to the One-Stop Operator RFP. Key updates included:

- Expanded language regarding Equal Opportunity (EO) and ADA compliance responsibilities.
- Proposal to designate the OSO as the EO and ADA compliance lead, consistent with practices in other local workforce areas.
- Addition of references, detailed requirements, and updated best-practice language.
- Removal of outdated ARPA references.
- Identification and correction of outdated dates throughout the document.

Committee members reviewed and discussed the draft revisions. Board Member Jones noted several date updates and ARPA references that required correction, which Eilise Fisher confirmed had already been addressed.

The committee expressed appreciation for the collaborative review process and ongoing work to align the RFP with best practices.

C. Upcoming Board Agenda and MOU/IFA Updates

Discussion continued regarding preparation for the upcoming board meeting agenda and progress on the Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA).

Eilise Fisher reported:

- Work continues on the OSO RFP, MOU, and IFA documents.
- Final square footage information is still pending due to remodeling within the DES office.
- Office space adjustments are planned, including:
 - Relocation of staff offices
 - Removal of unused cubicles and office space
- Current discussions support using square footage rather than staffing headcount as the methodology for infrastructure cost allocation.

The committee discussed internet access challenges within the office and the current reliance on MiFi devices. Eilise Fisher noted that future infrastructure improvements are expected to provide dedicated internet access points and reduce operational inefficiencies.

Committee members also discussed the possibility of using future conference room space within the remodeled facility for board meetings.

6. ADJOURNMENT

With no further business to discuss, the meeting was adjourned at approximately 1:35 PM.

Motion: Board Member Shoots

Second: Board Member Caplan

Vote: Approved unanimously.

Atlas is the software that is both installed on the kiosks to register and the referral and reporting program currently used in our One-Stop system by our Title Partners. They can be separated out to only use the referral/reporting module.

Kiosks

Initial kiosk and handheld cost with one-time funding - \$43,000 for 12 Kiosks and 2 handhelds.

The total spent so far is \$93,400 for hardware purchase and ongoing software access July 2024-June 2026. \$405.23 per participant that has accessed a kiosk.

Only 4 of the Kiosks are in use – Between the 4 in use there were 230 participants that registered with the Kiosks in the past 2 years which breaks down to 115 participants/year, or approximately 10/participants per month. The annual cost for 2 years was \$50,400, costing \$219.13/participant (not including the initial cost to purchase kiosks). If we take only the 4 in use at \$7,200/year that is just under \$63/participant.

The OSO currently spends 6-8 hours a week on the ones within Flagstaff city limits. This time would increase if we were to deploy kiosks in other areas of the County.

- If we kept the 4 kiosks – Annual cost is \$7,200
- If we used all 12 kiosks – Annual cost is \$21,600
- All 12 Kiosks and handhelds – Annual cost is \$25,200

The total spent so far over 2 years is \$127,320 for Atlas and the kiosks.

Atlas

We need a system for referrals between programs and reporting.

We are currently paying \$35,200 for Atlas including the kiosk access.

If we just use it for referrals and reporting, we pay \$17,760/year. By doing a 6-month contract, we are able to maintain the current system while we explore options to work with a vendor that would provide a program designed for our areas' use, with partner input throughout the process, which should give us better partner buy-in and participation.

COCONINO COUNTY		
STANDING COMMITTEE		
Name of Committee	Executive Committee	
Purpose	Leadership body that handles urgent decisions, provides oversight, and guides board operations between full board meetings.	
Standing Committee Members		
Name (*indicates chair)	LWDB Member (Yes/No)	Entity Representing
Shannon Shoots, Chair	Yes	CORE Construction
Beth Caplan, Vice Chair	Yes	Performance Staffing
Jason Jones, Secretary	Yes	Tech Genie
Gail Jackson	Yes	ECoNA
Jeronimo Vasquez	No	Coconino County
STANDING COMMITTEE		
Name of Committee	Finance Committee	
Purpose	overseeing budgets, reviewing financial performance, and ensuring proper use of funds and fiscal accountability	
Standing Committee Members		
Name (*indicates chair)	LWDB Member (Yes/No)	Entity Representing
Beth Caplan, Chair	Yes	Performance Staffing
Gail Jackson, Chair	Yes	ECoNA

Name of Committee	Performance, and Compliance Committee	
Purpose		
Standing Committee Members		
Name (*indicates chair)	LWDB Member	Entity Representing
Carolyn Kidd, Chair	Yes	Simply Beautiful Enterprises

Northern Arizona Good Jobs Network (NAGJN):

Phase III Summary, Lessons Learned, and Future Opportunities Coconino County Workforce Development Board

Overview

The Northern Arizona Good Jobs Network (NAGJN) advanced regional workforce collaboration across Apache, Coconino, Mohave, Navajo, and Yavapai Counties. By Phase III, the initiative transitioned from planning to implementation, with Coconino County Workforce Development leading employer outreach for newly developed regional training programs.

Regional Training Programs Promoted

- Yavapai Medical Accelerator
- Northeastern Arizona Construction Program
- Mohave Leadership & Management (Non-Technical)
- CCC RV Maintenance and Food Builders programs (local priority focus)

Key Phase III Activities

- Coordinated regional employer outreach
- Participated in cross-county partner meetings
- Conducted site visits at multiple community colleges and training programs
- Assessed alignment between employer needs, training availability, and regional labor market demand

What Worked

- Strong regional collaboration and communication
- High-quality training infrastructure across community colleges
- Programs aligned to in-demand sectors: construction, advanced manufacturing, welding, robotics, HVAC, CDL, automotive

Challenges Identified

- Limited employer engagement across all counties, not just Coconino
- Training supply outpaced employer demand due to late employer involvement
- Underutilization of Title I-B tools: OJT, WEX, Apprenticeships, and Incumbent Worker Training

- Limited integration between Workforce Development and Economic Development during early planning

Lessons Learned

- Early and sustained employer participation is critical to project success.
- Joint Workforce + Economic Development engagement should be standard practice.
- Regional alignment and shared planning frameworks reduce duplication and strengthen business response.
- Closer integration of ETPL providers with Title I-B services increases enrollment and employer connections.
- Targeted industry engagement (vs. broad outreach) creates better ROI and clearer pipelines.

Opportunities Moving Forward

- Strengthen targeted employer outreach in construction and advanced manufacturing.
- Re-engage Phase III business contacts as priority prospects for new pathways.
- Expand OJT, WEX, and IWT to complement existing training programs.
- Strengthen coordination with ETPL providers to align training with real-time employer demand.
- Explore a Workforce + Economic Development co-led employer engagement model.
- Use regional partnerships and training assets to support future grants and sector strategies.

Liu, Yanzi

From: Colleen Maring <Colleen.Maring@nahealth.com>
Sent: Thursday, June 11, 2026 10:24 AM
To: Liu, Yanzi
Cc: Fisher, Eilise
Subject: RE: Workforce Development Board Application
Attachments: Maring Resume and Additional Responses.pdf; Maring Nomination Letter.pdf

[EXTERNAL EMAIL]

Use caution before clicking on links, opening attachments, or responding. DO NOT CLICK unless you recognize the sender and know the content is safe.

Hello!

I have indeed created an account, and everything is saved in there.

Here's the error message I get.

Your Submission Was Rejected Because:

1. You used words or phrases that are blocked because of their popularity among spammers. Try re-wording (
2. A required field was missing, not filled out, or did not have a valid value.
3. Your web browser identified itself as a browser blocked by this website.

Below are screenshots of the entire application. This version has "NA" added to every otherwise-unfilled box as that was one of many things I tried to make the form go through (although it still didn't work...). Please note that, although under "Coconino County WDB Related Questions" nominees are directed to "attach additional pages," there is no opportunity to attach those pages, so I added them to the PDF containing my resume. The nominate letter and my resume are attached.

Please let me know what additional information you have, and if you need any more information about inability to use the online form – I hope you are able to find some kind of IT fix, as it was honestly a super frustrating and time consuming experience. Even if users could just be informed the exact reason their submission failed, that would be so helpful!

Thank you!

Workforce Development Board Nomination Form

First Name

Colleen

Last Name

Maring

Position/Title

Chief People Officer

Business/Organization Representing

Northern Arizona Healthcare

Please check one:

☒ New Application

☐ Current Member Renewal Application

Representation – Complete One Section (1, 2, or 3) relevant to the category that you represent. All applicants must hold optimum policy-making authority or optimum hiring authority.

Please check one identifier:

☐ I hold optimum policy-making authority

☒ I hold optimum hiring authority

Category 1: Business Representative

A. Select one of the following Roles that you fulfill:

☐ Business Owner

☐ Business Chief Executive Officer or Chief Operating Officer

☒ Other (Describe policymaking and/or hiring authority)

If Other is checked please describe policy making and/or hiring authority.

Chief People Officer (a combined role of Chief Human Resources Officer and Chief Communications Officer) - reporting directly to the CEO, I hold ultimate HR-policymaking and hiring authority for all of NAH

B. Select one of the following Business Types that you represent.

☒ Private Sector Large/For-Profit Business (500 employees or more)

☐ Private Sector Small/For-Profit Business (fewer than 500 employees)

☐ Organization Representing Business

C. Describe the In-Demand Industry or Occupation represented by your business.

Non-profit hospitals and healthcare

D. Describe Employment Opportunities in the In-Demand Industry or Occupation provided by your business.

We employ more than 4,300 individuals in northern Arizona representing a wide range of professions, educational requirements, and employment models. A majority of our staff are clinical professionals (e.g.,

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

We are the region's largest healthcare provider, operating northern Arizona's only Level 1 trauma center, as well as a community hospital, ground and air ambulance, and dozens of sites and clinics staffed by physicians

F. Select Organization Type nominating you.

- ☒ Local Business Organization (List Org Name)
☐ Business Trade Association* (List Org Name)

***Association type must be affiliated with the in-demand industry represented by your business.**

List Organization name, if Local Business Organization is checked.

Northern Arizona Healthcare

List Organization Name , if Business Trade Association is checked.

NA

Category 2: Workforce Representative

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

- ☐ Labor Organization
☐ Registered Apprenticeship Program (Joint Labor-Management or Union-Affiliated)
☐ Community-Based Organization (CBO) providing services to individuals with barriers to employment
☐ Youth Training, Youth Employment, or Youth Education Organization (WIOA-eligible Youth)

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

- ☐ Training Director
☐ Member of a Labor Organization (List Org Name)

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

NA

C. If you selected Community-Based Organization above, describe the organization's demonstrated experience addressing employment, training, and education needs to those with barriers to employment.

NA

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

NA

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

NA

Category 3: Other Representative

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

- ☐ Adult Education and Literacy Provider WIOA Title II
- ☐ Higher Education (Providing workforce development activities)
- ☐ Economic and Community Development Entity
- ☐ Wagner-Peyser (Arizona Department of Economic Security) WIOA Title III
- ☐ Vocational Rehabilitation (Arizona Department of Economic Security) WIOA Title I

B. Name of Organization nominating you.

NA

Additional Information:

Business/Organization Address

Northern Arizona Healthcare
1200 N. Beaver St.

City

Flagstaff

State

Arizona

Zip

86001

Phone

928-773-2259

Fax

Mobile

928-814-4440

Email address

colleen.maring@nahealth.com

Website address

www.nahealth.com

Business license number

CMS 030023

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

NA

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

Northern Arizona Healthcare is a member of business chambers across northern Arizona, including Flagstaff and Sedona, with executives holding positions in many of those chamber boards. I personally do not serve on any chamber boards.

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

NA

Coconino County WDB Related Questions

Please answer the following questions by attaching additional pages:

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

See attached.

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

☒ Yes

☐ No

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

☒ Yes

☐ No

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

See attached.

Additional Required Documentation:

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

Upload Nomination Letter

No file chosen

Upload Current Resume

No file chosen

Signature and Acknowledgement:

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

Signature

Colleen Maring

Date

06/09/2026

To be completed by County official only

Date Received By Coconino County

Received By

☐☐

☒ Receive an email copy of this form.

Email address

This field is not part of the form submission.

Colleen Maring, JD, MBA
Chief People Officer

Northern Arizona Healthcare

Office phone: 928-773-2259
Colleen.Maring@NAHealth.com

NAHealth.com

From: Liu, Yanzi <yliu@coconino.az.gov>
Sent: Thursday, June 11, 2026 8:37 AM
To: Colleen Maring <Colleen.Maring@nahealth.com>
Cc: Fisher, Eilise <eifisher@coconino.az.gov>
Subject: Workforce Development Board Application

You don't often get email from yliu@coconino.az.gov. [Learn why this is important](#)

CAUTION: This email originated from outside of the NAH network. Do not trust links or attachments and do not divulge sensitive information.

Good morning Colleen,

Thank you for submitting your nomination letter and resume for the Coconino County Workforce Development Board.

I understand that you experienced issues submitting the online application. This is not the first time we have heard of this problem. We have found that signing in or creating an account before entering any information often resolves the issue.

If you are still unable to submit the application, please feel free to email me the information requested on the application form, and I can assist with the next steps.

The County will need to review your application materials before your appointment can be considered. Your appointment to the Local Workforce Development Board is currently scheduled for consideration by the Board of Supervisors (BOS) at its June 23 meeting.

Please do not hesitate to contact me if you have any questions or need assistance with the application process.

Thank you, and I look forward to hearing from you.

Yanzi Liu

Public Service Specialist, Sr
Coconino Workforce Development Board

Email: yliu@coconino.az.gov

Cell: (928) 405-2152

[Social Media & Newsletter](#)



June 3, 2026

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

Dear Workforce Development Board:

I am writing to nominate Colleen Maring, Chief People Officer of Northern Arizona Healthcare, to serve on the Coconino County Workforce Development Board. Colleen has been a resident of Coconino County since 2013, and has been an executive at Northern Arizona Healthcare since 2018. In her current role, Colleen leads all human resources functions for our organization, including recruitment, employee relations, compensation and benefits, employee health and wellness, and all of our education and training programs and partnerships. She is also responsible for communications, marketing, and community relations. She holds optimal hiring authority at Northern Arizona Healthcare, which employs more than 4,300 individuals.

As one of the region's largest employers, we at Northern Arizona Healthcare care deeply about the health and prosperity of our community and our workforce. We would be honored to have a representative of our organization serve on the Coconino County Workforce Development Board. I hope you will consider Colleen Maring's nomination.

Please do not hesitate to contact me if myself or Northern Arizona Healthcare can be of further support to the Board.

Sincerely,

Dave Cheney, MBA, FACHE
President & Chief Executive Officer
Northern Arizona Healthcare

COLLEEN MARING, JD, MBA
colleen.maring@nahealth.com • 928-814-4440

As the Chief People Officer of Northern Arizona Healthcare (NAH), I lead Human Resources, Education, Communications, and Community Relations. I am privileged to be the NAH executive spearheading work to fulfill Strategic Imperative 1.0 of the 2030 NAH Strategic Plan: Put Our People and Community First. By investing in and growing our relationships with the people and communities we serve, both inside and outside the walls of our hospitals, clinics, and facilities, we will even more effectively fulfill our mission of ‘*Improving Health, Healing People*’ across the entire northern Arizona region.

RELEVANT EXPERIENCE

Northern Arizona Healthcare, Coconino and Yavapai Counties, AZ

Chief People Officer, August 2022 – present

Chief Legal Counsel, November 2018 – June 2025

As Chief Legal Counsel, served as legal advisor to the CEO and Board of Directors and held executive responsibility for Legal, Risk Management, Accreditation, and Patient Relations. Assumed responsibility for additional HR- and Communications-related departments and functions, initially on an interim basis. After investing in and growing HR, Education, and Communications teams, and launching NAH’s first formal Community Relations function, secured CEO’s endorsement to serve as NAH’s permanent and dedicated Chief People Officer, and hire a replacement Chief Legal Counsel.

Aspey, Watkins & Diesel PLLC, Flagstaff, AZ

Member (initially, Attorney), June 2016 – November 2018

Led the firm’s healthcare law practice, including litigation, advice, and negotiation of clinical risk, compliance, regulatory, and employment matters. Represented institutional clients in other highly industries in complex commercial cases, intellectual property, and real estate. Managed teams of associates and staff. Appeared regularly in state and federal courts across the Southwest.

Northern Arizona University, Flagstaff, AZ (dual appointment)

*Assistant Clinical Professor, **Criminology & Criminal Justice**; Director, **Arizona Innocence Project**, August 2014 – May 2016*

Taught courses and directed research at the graduate and undergraduate levels. Investigated and litigated cases of wrongful conviction in Arizona. Recruited, trained, and supervised staff and student investigators. Managed fundraising, budget, and operations.

Young Invincibles, Washington, D.C.

Chair, July 2012 – February 2014, Member, Board of Directors, February 2014 – March 2015

Together with Executive Director, grew healthcare-focused policy and advocacy non-profit from \$400,000 in grants and programs in 2011, to \$6MM in 2015. Guided agency through expansion of advocacy areas beyond healthcare, and expansion of offices and physical presence around the country.

Williams & Connolly LLP, Washington, D.C.

Associate Attorney, September 2009 – July 2012

Litigated a wide variety of cases including financial services matters, intellectual property, First Amendment issues, and government investigations. Counseled large institutions on compliance programs. Clients included life sciences corporations, licensed professionals, and law firms. Won cases in courts around the country and the world, including in the U.S. Supreme Court and the highest court in the British Commonwealth. Managed teams of attorneys in the U.S. and abroad.

EDUCATION

Northern Arizona University – *Masters of Business Administration, in Healthcare, with distinction* (2024)
Completed MBA program in cohort of other executives, physicians, clinicians and emerging leaders to round out academic training with additional business and finance skills, with a healthcare focus.

Georgetown Law School – *Juris Doctor, magna cum laude* (2009)
Graduated in top 1% of class; attended on scholarship; served as Executive Editor of *The Georgetown Law Journal*; completed more than 175 hours of *pro bono* service in D.C.; studied and volunteered internationally full-time for four months at The Egyptian Center for Women's Rights in Cairo.

Calvin College – *Bachelor of Arts, with Honors, in Psychology* (2005)
Won scholarships and awards in both academics and athletics (varsity soccer player); completed hundreds of hours of community service to the Deaf community as a volunteer interpreter and a Big Sister in Big Brothers Big Sisters of America to Deaf children.

LOCAL COMMUNITY SERVICE

Arizona Justice Project, Board of Directors (Member, 2017 – 2024; President, 2024 – present)
Forging Youth Resilience-Flagstaff, Board of Directors (Member, 2022 – 2024, President, 2024 – present)
U.S. District Court, Merit Selection Panel for Magistrate in Flagstaff, Chair (2018)
Flagstaff Shelter Services, Vice Chair, Board of Directors (2016 – 2019)
Haven Montessori School, Member, Fundraising Committee (2016 – 2019)
BASIS Flagstaff, Mock Trial Coach (2013 – 2015)

LANGUAGES

American Sign Language: fluent, formerly state-certified interpreter in Michigan.

PROFESSIONAL MEMBERSHIPS and BAR ADMISSIONS

Arizona Hospital & Healthcare Association Human Resources Leaders; Arizona Women's Lawyers Association; Faegre Drinker HR Healthcare Advisory Board; Vizient CHRO Executive Network Arizona (2014); Navajo Nation (2017); Hopi Tribe (2017); Ninth Circuit Court of Appeals (2015); U.S. District Court for Arizona (2014); District of Columbia (2010); Oregon (2009)

Coconino County WDB Related Questions

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

As the Chief People Officer at Northern Arizona Healthcare (NAH), I have an intimate knowledge of the existing local clinical career pathways and training programs, as well as current gaps in those pathways and programs. For example, I am the executive responsible for our own career ladders and lattices, and the programs we have built to grow a local employee in an unskilled labor role to a licensed Patient Care Technician, a Registered Nurse with a two-year degree, and ultimately an RN with a Bachelor's of Science in Nursing and specialized training to work in our highest acuity departments. I have insight into the shifting supply and demand of healthcare workers locally and nationally, as well as in operational support industries (IT, business, nutrition services, and more) in our region, as we align our organization's business, hiring, and education plans to meet changing healthcare needs and economic realities. Through my education and experience, I have an understanding of the broader employment trends in and anticipated changes to the healthcare industry, which is unquestionably one of the most important economic and employment drivers in rural America. Finally, through my work, I have daily contact with leaders and educators who are currently working in and with employees and students in existing training and development programs across our region. I would like to bring these perspectives to the CCWDB, as well as contribute my education and experience in business, law, and as an employer generally, to advance our workforce development system.

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

I wish to serve on the CCWDB because it is central to fulfilling the mission and vision of Northern Arizona Healthcare that we have a thriving, highly educated, and continually learning workforce to meet the healthcare needs of the communities we serve. As a major employer and the single largest clinical placement host for healthcare training programs in Coconino County, we are deeply invested in the programs and the outcomes of Coconino County's workforce development system.