



NOTICE OF PUBLIC MEETING OF THE
MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD

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

Thursday, June 4, 2026 – 9:30 a.m. - 11:00 a.m.

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

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

The agenda for the meeting is as follows:

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

1. Call to Order.

2. Roll Call.

3. Welcome, Chair Opening Remarks. (5 minutes)

4. Workforce Development Division Highlights* (10 minutes)

5. Consent Agenda. (5 minutes)

For Possible Action.

The MCWDB Full Board will consider and vote on the items on the consent agenda. Consent agenda is established to efficiently dispense the business of the MCWDB. These items will not be discussed unless a Member of the Full Board asks to remove an item from the consent agenda.

- a. Meeting Minutes: April 16, 2026*
 - b. Title 1B Quarterly Report*
 - c. MCWDB Membership*
-

6. MCWDB Reports

- a. Fiscal Report*
 - b. Executive Director Report*
 - c. Strategist Report*
 - d. Monthly One Stop Operator Report*
-

7. Community Impact Statement. (5 minutes)

- a. Success Story*
-

8. Information/Discussion/Possible Action.

- a. Service Provider Budget Proposal (10 minutes)
- b. Compliance Items (15 minutes)
 - i. Shared Governance Agreement (SGA)
 - ii. Bylaws

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

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iii. MOU/IFA

9. Information/Discussion Only.

- a. Strategic Plan Progress End of Year Update* (10 minutes)
- b. Central Arizona Regional Workforce Board Retreat/Executive Team Planning Session* (10 minutes)
- c. MCWDB Workgroup Updates (5 minutes)
 - i. Regional Workforce/Economic Development Workgroup
 - ii. Advanced Manufacturing/Semiconductor Workgroup
- d. MCWDB Committee Reports (5 minutes)
 - i. Youth Committee

10. Call to the Public.

11. Adjourn.

NEXT REGULAR MCWDB FULL BOARD MEETING: August 6, 2026

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WDD Division Highlights.

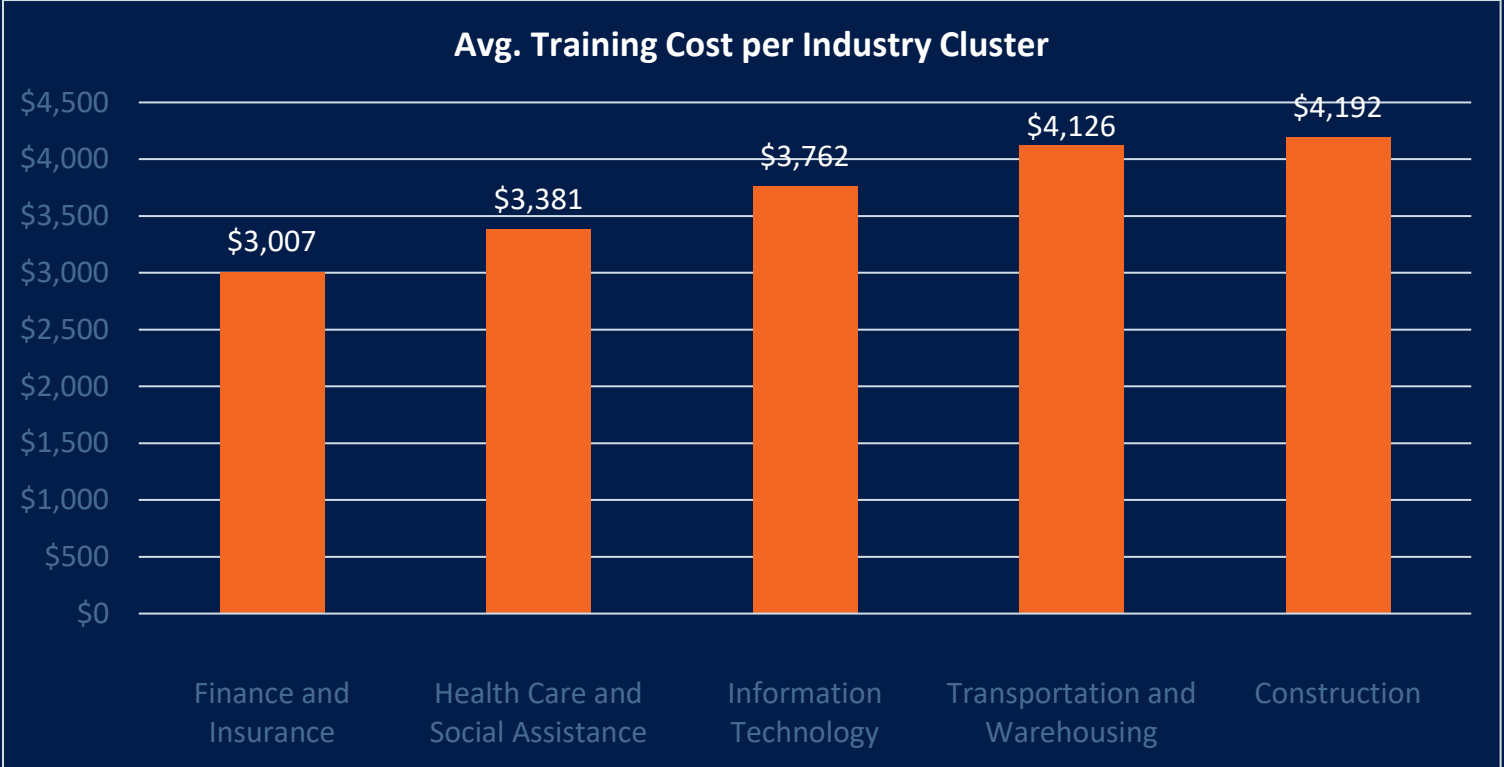


Title 1B Update- Q3 Report

June 2026

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Industry	A/DW Funds Expended	Youth Funds Expended
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IT	\$161,842	\$30,032
Transportation	\$558,696	\$138,592
Other	\$0	\$0
Total	\$1,067,523	\$501,769



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Apprentice Training Providers	# of Enrollments	Total Adjusted Amount	Avg. Training Cost
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Grand Total	626	\$2,151,236	\$3,436

Recent Events



Exceptional Worker Summit

100+ Attendees
12 Industries
Represented



2026 Registered Apprenticeship Fair

800+ Pre-Registrations
Nearly 500 Attendees
12+ Programs



Second Chance Job Fair

Attendees: 139
Employers: 10
On site interviews: 15
Interviews scheduled: 30

On the Horizon

- Workforce2You (Year 3)
- Industry-Driven Skills Grant
- OEO Workforce Summit
- Relocation Work



Consent Agenda.

Meeting Minutes



DRAFT

**MEETING MINUTES OF PUBLIC MEETING OF THE
MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD**

Thursday, April 16, 2026 | 9:30 a.m. – 11:00 a.m.

Members Present:

Albert Blanco, Anne Landers, Chris Richardson, Che' Collins, Danielle Lertique, Elias Medina, Gregg Ghelfi, JakinDee Kosaka, Loren Granger, Minky Kernacs, Noelle Trinder, Scott Holman, Shawn Hutchinson, Tim Willenborg, Tina Drews, Tom Saxon

Members Absent:

Anna Yap, Brittany Holmes, Danielle Goodman, Jacob Evenson, Kathryn Ybarra, Michael Vazquez, Wallin Gustin

Call to Order.

Chair Tim Willenborg called the meeting to order at 9:32 a.m.

Roll Call.

Roll call was conducted by Management Analyst, Madison Ginsberg. Quorum was confirmed.

Welcome, Chair Opening Remarks.

Chair Willenborg welcomed everyone to the meeting. Chair Willenborg informed everyone of some information that he learned from attending the National Association of Workforce Boards (NAWB) Forum in Las Vegas, Nevada March 22-26, 2026. Other members of the Board who also attended The Forum shared some insights and takeaways.

WDD Service Provider Update.

Andrew Lucero, WDD Manager, presented the WDD highlights. Occupational skills training trends show that for youth participants, healthcare and social assistance leads at 57%, followed by transportation and warehousing, construction, and IT. For adult, dislocated worker, and Smart Justice programs, transportation and warehousing leads at 51%, followed by healthcare and social assistance, IT, and construction. Through quarter three, total occupational skills training expenditures were approximately \$605,000 for adult dislocated workers, \$143,000 for Smart Justice, and \$393,280 for youth. Average training costs were highest in construction.

Andrew provided an update on registered apprenticeships, noting 560 participants enrolled to date toward a goal of 3,000 by 2026. Construction accounts for the majority of enrollments, followed by manufacturing and other sectors. Total training investment has exceeded \$1.8 million, with an average cost of \$3,341 per participant.

Job fair engagement has increased significantly. Through quarter three of the current program year, 513 employers and over 6,300 job seekers have participated across fewer sites. Operational updates include the transition of contact center responsibilities to WDD, with two new program service representatives being hired to manage incoming calls by June 1.

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Andrew also highlighted current and upcoming events, including the Exceptional Worker Summit at ASU West with approximately 150 employers focused on inclusive hiring, and an upcoming apprenticeship fair on April 29. Pre-registration for the fair has reached nearly 600 participants, significantly exceeding previous attendance, with potential relocation to a larger venue to accommodate demand.

Consent Agenda.

Chair Willenborg introduced the consent agenda. The consent agenda included: (a) Meeting Minutes: February 19, 2026 (b) FY27 Administrative Budget, (c) FY27 MCWDB Meeting Schedule, (d) One Stop Operator Quarter 3 Performance Assessment, (e) Title 1B Quarterly Report, (f) MCWDB Membership Update (g) DES WIOA Industry Driven Skills Training Fund Grant Award

Chair Willenborg asked for a motion to approve the consent agenda items.

Noelle Trinder moved to approve the consent agenda. Scott Holman seconded the motion. Motion carried unanimously.

Community Impact Statement.

Success Story.

Career Advisor Elsa Aldana shared a success story of Kristol. Kristol, previously unemployed and dependent on family support, expressed a strong interest in pursuing a nursing career but lacked prior experience and job opportunities. Through guidance and WIOA funding, Kristol enrolled in and completed Certified Nursing Assistant (CNA) training. As a result, he secured employment as a CNA earning \$18 per hour and enrolled in a nursing program. Kristol has demonstrated strong motivation and is on a clear pathway toward becoming a registered nurse.

Information/Discussion/Possible Action.

Targeted In-Demand Occupations

Policy and Compliance Manager, Laura Malhoit, presented recommendations for updated Targeted In-Demand Occupations and outlined the methodology used to develop them. A focus group composed of board staff, Workforce Development Division (WDD) leadership, and Business Services representatives met over multiple sessions to review labor market data and validate findings. The group analyzed labor market information from the Arizona Office of Economic Opportunity (OEO), regional economic priorities, participant outcomes, and existing board and state priorities. Selection criteria included projected job growth, competitive wages, training availability, realistic educational requirements for WIOA participants, and alignment with regional employer demand.

The focus group developed two lists: (1) Targeted In-Demand Industries (presented for board approval) and (2) a Targeted Occupations list which was presented and attached to the meeting packet. These updated occupations will guide training investment eligibility, strengthen case management and service alignment, enhance employer engagement, and improve participant outcomes.

Chair Willenborg asked for a motion to approve the Targeted In-Demand Occupations.

Albert Blanco moved to approve the Targeted In-Demand Occupations. Elias Medina seconded the motion. Motion carried unanimously.

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PY Dislocated Worker to PY Adult Funds Transfer

WDD Grants Accountant, Eddie Contreras, summarized the Dislocated Worker to Adult Funds Transfer request. The request was presented to transfer \$632,245 from the PY24 Dislocated Worker program to the adult program, in accordance with WIOA Section 133 and state policy. This transfer does not change the total allocation but reallocates funds to better align with current service demands. Following the transfer, the Dislocated Worker allocation will decrease to \$362,068, and the adult allocation will increase to \$1,303,367. Funds must be expended by August 15, 2026. The request is supported by current labor market conditions, including a lower unemployment rate in Maricopa County (4.3%) and reduced demand for dislocated worker services due to successful rapid re-employment efforts. Despite the transfer, sufficient funding will remain to serve all eligible dislocated workers.

The transfer will not impact the ability to meet priority of service requirements, with approximately 95% of adult participants already meeting priority categories. Outreach efforts to dislocated workers continue through responses to layoff notices and enhanced intake processes. Overall, the transfer is expected to improve service delivery by aligning funding with higher demand in the adult program while maintaining strong performance outcomes across both programs.

Chair Willenborg asked for a motion to approve the Targeted In-Demand Occupations.

Che' Collins moved to approve the Dislocated Worker to Adult Funds Transfer. Anne Landers seconded the motion. Motion carried unanimously.

Information/Discussion Only.

MCWDB Workgroup Updates.

Management Analyst, Madison Ginsberg, provided the update for the Advanced Manufacturing and Semiconductor Workgroup. The Workgroup last met on February 9th and discussed mapping and coordination. A sub-workgroup was created to focus on awareness and marketing to create actionable steps. The next meeting is on April 21, 2026.

Special Projects Manager, Katelyn Harris-Lange provided the update for the Regional Workforce and Economic Development Workgroup. The workgroup last met on March 16th and focused on regional business services, a unified employer facing document draft, common language and skills mapping, and the Regional Forum Series. The next meeting will be on May 11, 2026.

Eligible Training Provider List (ETPL) Overview

Management Analyst, Nancy Avina, provided an overview of the Eligible Training Provider List (ETPL) highlighting its role as a list of approved training providers and programs eligible to receive WIOA funding and support participants in accessing training aligned with in-demand industries. Currently, Maricopa County has 58 training providers and approximately 246 programs.

The Board's role includes annually identifying in-demand industries and occupations and ensuring sufficient training provider availability to support informed participant choice. Eligible providers include public and private post-secondary institutions, registered apprenticeship programs, and organizations serving individuals with barriers to employment.

The ETPL application process involves state approval of providers, followed by local review of programs to ensure alignment with federal, state, and local requirements, including alignment with in-demand industries. Programs must lead to recognized credentials such as certifications, licenses, or degrees.

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Ongoing responsibilities include approving initial eligibility, monitoring at least 15% of programs annually, conducting continued eligibility reviews, and ensuring performance data meets required standards. Case managers support participants by guiding training selection, issuing training vouchers, and monitoring progress. Since assuming oversight, Nancy has improved processes, strengthened compliance and monitoring, enhanced collaboration with the state, and received positive feedback from training providers.

PBS Jobs Explained

Arizona PBS presented an overview of its workforce development grant, American Graduate: Jobs Explained, a national initiative focused on engaging young adults (ages 15–26) in career exploration through short, social media–friendly videos. The project highlights in-demand industries including construction, trades, healthcare, technology, and advanced manufacturing.

The videos are produced at no cost to participating employers and are distributed on platforms such as Instagram and YouTube to reach a Gen Z audience. Arizona PBS is seeking employer partners willing to feature early-career employees and share insights on career pathways, skills, and job experiences.

The grant runs through Summer 2027, with ongoing efforts to expand employer participation—particularly in the technology sector—and potentially secure additional funding. Arizona PBS also noted opportunities to amplify impact through partnerships and potentially add a dedicated workforce reporter. Additional optional paid video production services are available for organizations seeking full editorial control.

OSO Annual Progress Report

The OSO reported strong performance in quarter one, with customer satisfaction rates averaging 98.5% across East and West Valley One-Stop locations, reflecting consistent, high-quality service delivery and effective customer triage.

Significant efforts were made in partner engagement and staff development, including collaborations with Gateway Community College, the Arizona Registrar of Contractors, and Bank On Arizona. These partnerships enhanced staff awareness of available resources and strengthened referral pathways for customers. The OSO also facilitated collaborative leadership meetings focused on cross-training, problem-solving, and data-driven decision-making, including presentations on labor market trends and referral systems. System coordination efforts included reconnecting with Mesa Community College, SNAP partners, and DES DERS to improve alignment, accessibility, and support for shared customers. Overall, quarter one demonstrated strong customer satisfaction, enhanced partnerships, improved system coordination, and continued commitment to high-quality service delivery.

MCWDB Committee Reports.

Chair Willenborg provided an update on the Executive Committee. The last meeting was on March 19, 2026. The main topic of discussion was reviewing the target occupations, discussing the upcoming forum series, and planning for the summer retreat.

Youth Committee Chair, Anne Landers, shared the update on the Youth Committee. The last meeting consisted of youth program updates, reports about the Youth Build Program, and an overview of the advancements made by the Agua Fria Union High School District.

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Call to the Public.

Chair Willenborg called for public comment. No public comments were made.

Adjourn.

There being no further business, Chair Willenborg thanked all attendees and asked for a motion to adjourn the meeting.

Che' Collins made a motion to adjourn. Anne Landers seconded the motion. Motion carried unanimously.

Meeting adjourned at 11:00 a.m.

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Title 1B Quarterly Report

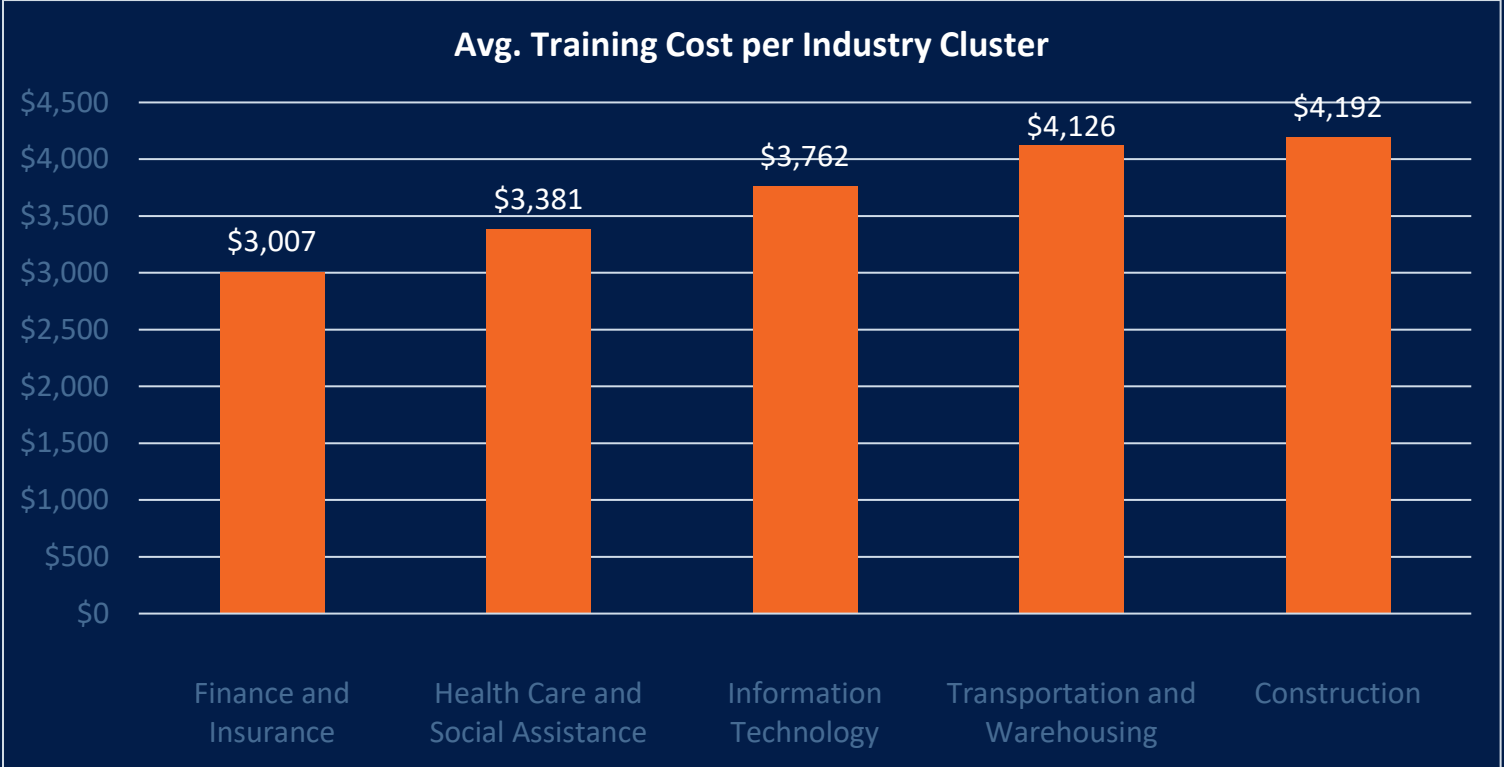


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- OEO Workforce Summit
- Relocation Work



Consent Agenda.

MCWDB Membership

Item Title: RESIGNATION AND MOVEMENT OF MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD MEMBERS

Action Requested:

Approval of the following actions regarding the Maricopa County Workforce Development Board (MCWDB) as set forth below:

1. Accept the resignation of Michael Vazquez (Executive Director, Arizona Building and Construction Trades Council, Construction industry) in the Business category of the Maricopa County Workforce Development Board, effective June 24, 2026.
2. Approve the movement of Shawn Hutchinson (Training Director, Phoenix Electrical JATC) from the Workforce category to the Business category (small business) on the Maricopa County Workforce Development Board, effective upon approval on June 24, 2026, through June 30, 2028.
3. Approve the reappointment of Loren Granger (Vice President/Lead Executive Recruiter, Wells Fargo, Finance and Insurance industry) in the Business category of the Maricopa County Workforce Development Board, effective upon approval on June 24, 2026, through June 30, 2029.
4. Approve the reappointment of Kathryn Che' Collins (Director of Training and Education, Habitat for Humanity Central Arizona, Community Based Organization) in the Workforce category of the Maricopa County Workforce Development Board, effective upon approval on June 24, 2026, through June 30, 2029.
5. Approve the reappointment of Jacob Evenson (Business Manager/ Secretary Treasurer, Boilermakers - Local 627, Labor Organization) in the Workforce category of the Maricopa County Workforce Development Board, effective upon approval on June 24, 2026, through June 30, 2029.
6. Approve the reappointment of Greg Ghelfi (Executive Director, Arizona Finance Authority, Economic and Community Development) in the Governmental, Economic, and Community Development category of the Maricopa County Workforce Development Board, effective upon approval on June 24, 2026, through June 30, 2029.
7. Approve the reappointment of Danielle Lertique (Program Supervisor, Arizona Department of Economic Security, WIOA Title IV) in the Governmental, Economic, and Community Development category of the Maricopa County Workforce Development Board, effective upon approval on June 24, 2026, through June 30, 2029.

The MCWDB is established and receives its authority in accordance with the Workforce Innovation and Opportunity Act (WIOA), which was signed into law on July 22, 2014, as Public Law 113-128. The Maricopa County Board of Supervisors (BOS) shall have final authority.



MCWDB Reports.

Fiscal Report



FY26 WIOA Financial & Budgetary Review





FY26
**WIOA Financial & Budgetary
Review**

Eddie Contreras
Grants Accountant

FY2026 WIOA Budget to Actual

Service Provider Approved Budget \$13,541,285

Expended YTD as of April 30th, 2026

\$9,791,065

WDB Approved Budget= \$1,328,774

Expended YTD as of April 30th, 2026

\$941,828

**In FY26 at minimum \$10,167,728 must be expended by June 30th, 2026

97% Expended as of April 30th, 2026

WIOA Funding by Category

Fiscal Year 07/01/2025-06/30/2026						
FY26 Service Provider (WDD)						
	FY26 Approved Budget	YTD FY26 4/30/2026	% Spent YTD	Forecast	% Forecast	Balance Remaining
Roll Up						
ADULT/DW	8,848,961	6,008,719	68%	7,615,404	86%	1,233,557
YOUTH	4,417,324	3,557,064	81%	4,015,603	91%	401,721
RR	275,000	225,282	82%	269,624	98%	5,376
Total	13,541,285	9,791,065	72%	11,900,631	88%	1,640,654
Fiscal Year 07/01/2025-06/30/2026						
FY26 Workforce Development Board (WDB)						
	FY26 Approved Budget	YTD FY26 4/30/2026	% Spent YTD	Forecast	% Forecast	Balance Remaining
Roll Up						
ADULT/DW	996,580	701,903	70%	881,891	88%	114,689
YOUTH	332,194	239,925	73%	293,964	88%	38,230
Total	1,328,774	941,828	71%	1,175,855	88%	152,919





Thank You

Expense Summary

FY 2026
 GRANT DES
 POP 07/1/2025-06/30/2026

Budget Category & Line Item Description	Budget	YTD EXP	Forecast	Remaining Budget	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	CLOSED	---	---	---	
					202601	202602	202603	202604	202605	202606	202607	202608	202609	202610	202611	202612	202613
					Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26
PERSONAL SERVICES	518,276	372,871	448,386	69,890	34,876	31,880	38,683	40,698	35,369	40,335	38,636	35,123	38,635	38,636	36,879	38,636	-
ERE	182,200	129,372	155,291	26,909	12,287	10,809	13,708	13,476	12,602	14,075	13,111	12,450	13,733	13,122	12,490	13,429	-
INDIRECT COST	168,114	108,117	144,883	23,232	-	11,319	22,819	13,002	-	11,513	25,478	11,418	12,568	-	24,270	12,496	-
TRAVEL	45,790	36,442	39,080	6,710	-	146	-	779	2,028	10,250	17	500	22,195	527	-	-	2,638
PROFESSIONAL & OUTSIDE SERVICES	385,094	290,045	381,691	3,403	297	5,673	69,113	30,410	32,357	701	30,618	67,492	29,167	24,218	23,392	34,422	33,832
OPERATING SERVICES	24,050	4,980	6,523	17,527	-	310	1,302	716	2,084	114	114	114	114	114	257	1,286	-
EMPLOYEE EDUCATION & TRAINING	5,250	-	-	5,250	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Amount	1,328,774	941,828	1,175,855	152,919	47,460	60,138	145,625	99,080	84,439	76,987	107,972	127,097	116,413	76,617	97,288	100,268	36,469
WORKFORCE DEVELOPMENT BOARD																	
PERSONAL SERVICES																	
7010 REGULAR PAY	518,276	372,871	448,386	69,890	34,876	31,880	38,683	40,698	35,369	40,335	38,636	35,123	38,635	38,636	36,879	38,636	-
PERSONAL SERVICES TOTALS	518,276	372,871	448,386	69,890	34,876	31,880	38,683	40,698	35,369	40,335	38,636	35,123	38,635	38,636	36,879	38,636	-
ERE																	
7501 FICA/MEDICARE TAX	39,648	27,257	33,034	6,614	2,449	2,439	2,841	2,912	2,677	2,960	2,795	2,556	2,822	2,806	2,821	2,956	-
7502 RETIREMENT	62,193	44,717	53,779	8,414	4,158	3,826	4,642	4,884	4,244	4,840	4,636	4,215	4,636	4,636	4,426	4,636	-
7503 MEDICAL	77,982	55,615	66,101	11,881	5,680	4,544	5,630	5,680	5,681	5,680	5,680	5,680	5,680	5,680	5,243	5,243	-
7504 WORKERS COMP	1,810	1,358	1,810	(0)	-	-	453	-	-	453	-	-	-	-	453	453	-
7505 UNEMPLOYEMENT	567	425	567	0	-	-	142	-	-	142	-	-	142	-	142	142	-
ERE TOTALS	182,200	129,372	155,291	26,909	12,287	10,809	13,708	13,476	12,602	14,075	13,111	12,450	13,733	13,122	12,490	13,429	-
INDIRECT COST																	
7920 INDIRECT COST	168,114	108,117	144,883	23,232	-	11,319	22,819	13,002	-	11,513	25,478	11,418	12,568	-	24,270	12,496	-
INDIRECT TOTALS	168,114	108,117	144,883	23,232	-	11,319	22,819	13,002	-	11,513	25,478	11,418	12,568	-	24,270	12,496	-
PROFESSIONAL & OUTSIDE SERVICES																	
8120 GENERAL SERVICES	8,500	5,782	6,372	2,128	-	5,673	109	-	-	-	-	-	-	-	-	590	-
8120 ONE STOP OPERATOR	373,094	282,038	373,094	-	-	-	68,104	30,410	32,029	-	30,618	67,492	29,167	24,218	23,392	33,832	33,832
8123 TECHNOLOGY SERVICES	3,500	2,225	2,225	1,275	297	-	900	-	327	701	-	-	-	-	-	-	-
PROFESSIONAL & OUTSIDE SVS TOTALS	385,094	290,045	381,691	3,403	297	5,673	69,113	30,410	32,357	701	30,618	67,492	29,167	24,218	23,392	34,422	33,832
TRAVEL																	
8411 TRAVEL - CONFERENCE-OUT OF STATE	35,790	31,209	31,209	4,581	-	146	(146)	379	10	10,250	17	-	20,512	41	-	-	-
8413 TRAVEL - MILEAGE/PER DIEM ALLOWANCE	7,500	2,694	5,332	2,168	-	-	146	-	379	-	-	-	1,683	486	-	-	2,638
8421 CONFERENCE REGISTRATION-IN STATE	2,500	2,539	2,539	(39)	-	-	-	400	1,639	-	-	500	-	-	-	-	-
TRAVEL TOTALS	45,790	36,442	39,080	6,710	-	146	-	779	2,028	10,250	17	500	22,195	527	-	-	2,638
EMPLOYEE EDUCATION & TRAINING																	
8420 TUITION REIMBURSEMENT	5,250	-	-	5,250	-	-	-	-	-	-	-	-	-	-	-	-	-
OCCUPANCY TOTALS	5,250	-	-	5,250	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATING SERVICES																	
8010 GENERAL SUPPLIES	5,000	1,056	1,056	3,944	-	-	-	-	1,056	-	-	-	-	-	-	-	-
8016 TECHNOLOGY SUPPLIES	2,000	1,353	2,382	(382)	-	-	1,188	-	165	-	-	-	-	-	-	1,029	-
8040 NON-CAPITAL EQUIPMENT	7,500	-	-	7,500	-	-	-	-	-	-	-	-	-	-	-	-	-
8203 EQUIPMENT LEASE/RENT	6,000	-	-	6,000	-	-	-	-	-	-	-	-	-	-	-	-	-
8390 TELCOM	3,500	2,571	3,085	415	-	310	114	716	863	114	114	114	114	114	257	257	-
8430 POSTAGE/FREIGHT/SHIPPING	50	-	-	50	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATING TOTALS	24,050	4,980	6,523	17,527	-	310	1,302	716	2,084	114	114	114	114	114	257	1,286	-
WORKFORCE DEVELOPMENT BOARD																	



MCWDB Reports.

Executive Director Report



Maricopa County Workforce Development Board Report



Steve Clark, Executive Director

May 27, 2026

Maricopa County Workforce Development Board (MCWDB) Membership

We have secured tentative support from County management regarding the restructuring of the MCWDB membership to comply with WIOA requirements and our bylaws. We are required to maintain more than 51% of our overall membership in the “Business” category and more than 20% in the “Workforce” category. MCWDB member Shawn Hutchinson has agreed to move from the “Workforce” category to the “Business” category. He will also serve as one of our small business representatives, as we are required to have two.

Additionally, the Maricopa County Board of Supervisors (BOS) has expressed support for renewing the memberships of five current members whose terms expire on June 30, 2026. Those members are Gregg Ghelfi, Che Collins, Loren Granger, Jacob Evenson, and Danielle Lertique.

These changes will be recommended for approval at the June 4 MCWDB meeting and then formally presented for approval at the June 24 Maricopa County Board of Supervisors meeting.

Policy & Compliance Document Update

Laura Malhoit, MCWDB Compliance and Policy Manager, has been leading our efforts to prepare three compliance-related documents for MCWDB and BOS approval in June. These documents include the Shared Governance Agreement (SGA), MCWDB Bylaws, and MOU-IFA. The SGA and MOU-IFA expire at the end of June 2026. The bylaws are being updated as part of our regular review cycle for critical documents and policies.

These revised documents will be recommended for approval at the June 4 MCWDB meeting and then formally presented for approval at the June 24 Maricopa County Board of Supervisors meeting.

Central Arizona Regional Workforce Board Annual Retreat

On July 21, 2026, representatives from the City of Phoenix, Maricopa County, and Pinal County workforce boards will convene for the 2nd Annual Regional Workforce Board Retreat. This open meeting will be held at the East Valley Career Center in Mesa. Our goal is to build upon the initiatives and activities established last summer while refining new priorities for FY27.

Executive Committee Planning Session

On August 13, 2026, the Executive Committee will meet to review Board and Committee goals and identify areas of focus for FY27. Discussion topics will include our workgroups and the role of the Youth Committee. This planning session will take place from 9:00 a.m. to 12:00 p.m. at the West Valley Career Center in Glendale. This is an open meeting, and all are welcome to attend.

Projects

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

- ETPL oversight/escalation process
- MOU/IFA review/policy revisions
- Title II Set Aside
- Executive Committee planning session
- Local Plan Mid-Cycle Modification
- Social Media presence
- Central Arizona Regional Workforce Board Retreat
- Bylaws Revision/Update
- Short term staff transition coverage

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



MCWDB Reports.

Strategist Report

In-Demand Career & Apprenticeship Strategist Report

Katelyn Harris Lange | May 2026

Upcoming Events

- **June 3 & 18:** Hiring events in Glendale & Gilbert
- **June 9-10:** Office of Economic Opportunity Arizona 2026 Workforce Summit
- **June 12:** WESTMARC Healthcare Summit

Community Outreach

I've served as Vice Chair for the Arizona Association of Economic Development's Workforce Committee for the past year. This month, I transitioned into the Chair role and developed an updated annual plan for the committee.

I look forward to working with Vice Chairs Chandler Escalante (City of Chandler) and Amber Folkman (Pipeline Connects) to bring workforce & economic development closer together within the AAED network.

Social Media Update

Building on FY26 success, I am updating the social media strategic plan for FY27. We produced our first MCWDB social media strategic plan in July 2025.

- **LinkedIn:** 4,698 Followers
- **Instagram:** 1,491 Followers
- **Facebook:** 2,900 Followers



MARICOPA COUNTY

Job Search & Resume Assistance

Learn more:

[Maricopa.gov/Training](https://maricopa.gov/Training)

Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities. ARIZONA@WORK Maricopa County products and services are made available through federal funding provided by the Workforce Innovation and Opportunity Act (WIOA) serving employers by aiding job seekers, adults, dislocated workers, and youth. WIOA establishes a priority requirement for the use of funds for adult individualized career and training services. Under WIOA, priority is given to public assistance recipients (TANF, SNAP, SSI), low-income individuals, or individuals who are basic skills deficient for adult individualized career and training services. Veterans and eligible spouses in these groups receive top priority. The Title I Adult, Dislocated Worker, and Youth programs are 100% funded by the Department of Labor in the amount of \$12,525,210.

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MARICOPA COUNTY
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MCWDB Reports.

Monthly One Stop Operator Report



A proud partner of the AmericanJobCenter network

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

Date: **May 15, 2026**

From: Janine Estrada – One Stop Operator

Subject: One-Stop Operator Report: April- 2026

Maricopa County One Stop Operator Front Desk Customer Interactions:

East Valley Career Center (Mesa)

Service	April - 26
On-site assistance (resume writing, Title I registration, program referrals, job referrals, Arizona Job Connection (AJC) referrals, and other related services)	764
Calls	43
DERS (AJC, Unemployment)	187
DERS ES Placement	16
DERS JVSG Placements	14
Smart Justice calls	18
Core Partner Referrals	90
Community Partner Referrals	147

West Valley Career Center (Glendale)

Service	April - 26
On-site assistance (resume writing, Title I registration, program referrals, job referrals, Arizona Job Connection (AJC) referrals, and other related services)	993
Calls	149
DERS (AJC, Unemployment)	N/A
DERS ES Placement	14
DERS Veterans Assisted	N/A
Smart Justice Inquires	N/A
Core Partner Referrals	N/A

Number of Enrollments for March 2026	Program(s)	Number
	Youth	35
	Adult/Dislocated Worker	77
The <i>updated</i> number of Enrollments for April 2026	Youth	34
	Adult/Dislocated Worker	64

Business Services Updates

- During the month of April, the Business Services team connected with 63 new employers and 196 existing employers. We received 1 WARN Notice for Rapid Response Services.

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

<u>SATELLITE LOCATIONS</u>	
Avondale	27
Glendale	68
Goodyear	55
Mesa	10
Surprise	16
Tempe	53

Title III Monthly Reporting EV		
	Number of Employers Served, New Employers, Job orders entered and total job openings (Narrative)	How many Hiring Events
Apr	Outreach provided to 17 employers, 1 was a new employer, 1 Consultation provided, 17 job orders entered for 218 job openings.	<p>1.) EVENTS: Co-Host with Maricopa County BSR 2 Hiring events WHO: LVER Kevin Miles WHAT: 2-Day hiring event to spotlight 1 employer, Inter-Con Security WHERE: Mesa AJC center, WHEN: April 14th & 15th WHY: Provide an opportunity and location for employers to recruit job seekers.</p> <p>2.) EVENTS: Mesa Job Fair WHO: LVER Kevin Miles hosted a multi-employer Job Fair WHAT: 20 employers & 125 job seekers in attendance. WHERE: 1001 West Southern Ave. Mesa 85210 WHEN: April 30th WHY: To connect employers with hiring needs and job seekers in one location.</p>

Title III Monthly Reporting WV		
	Number of Employers Served, New Employers, Job orders entered and total job openings (Narrative)	How many Hiring Events
Apr	Outreach provided to employers. 3 orders entered for 3 job openings, participants Non-Vets 60, Vets 10	<p>EVENTS: Participation at 1 event with City of Phoenix WHO? LVER Steve Suncin WHAT? Glendale Job Fair with multi-employer WHERE? 4425 W Olive Ave. Suite 190 Glendale, AZ 85302 WHEN? April 23rd WHY? To promote services provided by ARIZONA@WORK for Veterans and job seekers</p>

RSA Vocational Rehabilitation:

-Referral during Jan-Mar 10 Quarter.

Challenges:

-Some clients are not responsive. As a result, referrals closed 2, especially if documentation is incomplete, no SSN, or no response

OSO Team Updates April:

- OSO Community Partners Meeting Phoenix Public Libraries with Keith Feldt and Genevieve Burns, with 41 attending
- OSO ARIZONA@WORK Maricopa County Collaboration Leadership (MCCL) Meeting: Employment Challenges with Bernard Johnson with Focus Employment: Local observed Workforce Challenges: 12 attending
- OSO submitted the Quarterly report and shared it with the Workforce Board.
- April One Stop Customer Satisfaction Survey 89.23%

Partners Updates:

- Apprenticeships- Betsy Nelson -RAP on the AZ MAP Road Show Event April 30th 8 am - 3 pm Sheraton Mesa Hotel at Wrigleyville West 860 N. Riverview, Mesa, AZ 8520
- JobBlast Link [Signup Form](#)
- Harmon Library 1325 S. 5th Ave. Phx. 85003 –3 pm to 5 pm
 Registration link for upcoming events: [Burton Barr Central Library - Phoenix Public Library Event Calendar - Phoenix Public Library](#)
 call 602-262-4636 for staff assistance
 For more dates refer to 1Public Library Event Calendar
 -Employer Spotlight- Tuesdays 12 pm to 2 pm [BlueCross BlueShield Feb and Mar] and ARIZONA@WORK City of Phoenix Tuesdays 1 pm to 4 pm
- ARIZONA@WORK Virtual Employer Outreach Meeting
 Time: 10:00 AM Arizona
 Every month on the Third Tue, 60 occurrence(s)
 Please download and import the following iCalendar (.ics) files to your calendar system.
 Monthly:
https://azdes.zoomgov.com/meeting/vJlscumggDkuG4YzU9qjF6pDMDPYzscU5_0/ics?icsToken=98tyKuiurz4qEtKXtBjBel86FZngeerFiWRp_ppHqUb0CQYFcifbEtJ7KKF8JY3v
 Join ZoomGov Meeting
<https://azdes.zoomgov.com/j/1615086241>
 Meeting ID: 161 508 6241~ Tim Stump Voc Rehab
- Spring JobFest, Thursday, April 2nd, 2026 – 12:30 pm to 3:30 pm. Rio Salado College Conference Center, Tempe, AZ
 - Registration link: [JobFest 2026 Tickets, Thursday, Apr 2 from 12:30 pm to 3:30 pm | Eventbrite](#) ~ Vanessa
- Per Scolas- April 27th AI tech training, tuition-free
 - [IT Courses: Tuition-free Tech Training & Certifications](#)
- Phoenix Indian Center Career Expo April 14th and 15th

- 5th Annual Construction Science Technology Apprenticeship Fair, Thursday April 23rd 2026, 9:30 am @ Chase Field 401 E Jefferson St. Phoenix, AZ 85004~ Maggie
Attendees receive a ticket for the baseball game
- Requested websites/information about services, can be added to the phxworks website genevieve.burns@phoenix.gov
~Genevieve
[Get Your Library Card](#)

Warn and Non warn AJC:

Notice Date	Warn Type	Employer	Number of Affected Employees	LWIB Area
4/14/2026	Layoff Notice	The Tendit Group, LLC.	143	7 - ARIZONA@WORK - Maricopa County
4/23/2026	Layoff Notice	Republic National Distributing Company, LLC	213	5 - ARIZONA@WORK - City of Phoenix
4/29/2026	Layoff Notice	Benchmark	75	5 - ARIZONA@WORK - City of Phoenix

1. The Tendit Group, LLC – intense financial pressures, tighter margins, and increased competition more difficult for SMEs
2. Republic National Distributing Company, LLC.- multi-state operations sold to Reyes Beverage Group
3. Benchmark Electronics Inc.- Phoenix manufacturing facility cutting 70 jobs

Location: Goodyear Recreational Campus-420 Estrella Parkway, Goodyear, AZ 85338

DATE/TIME	JOB CENTER LOCATION	# BUSINESS	# OF JOB SEEKERS ATTENDED	# Interviews	#Of Hires
4/9/2026 11am – 2pm	Goodyear Recreational Campus	25 Employers 5 Resources	260	7 – Interviews 51- Scheduled	2

List of companies participating:

1. Arcadia Homecare & Staffing



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2. Arizona Department of Public Safety
3. DJC Rock Home Care
4. U.S Border Patrol
5. UCP
6. USArmy
7. Arizona Mentor - Sevita
8. Republic Services
9. Home Instead
10. Homecare Powered by AUAF
11. Yavapai County Sheriff's Office
12. Cresent Crown Distributing
13. Haydon Companies
14. Arizona Department of Transportation
15. Maricopa County Human Services
16. Touchstone Health Services
17. Federal Bureau of Investigation
18. Maricopa County Sheriff's Office
19. Arizona Health Care Cost Containment System (AHCCCS)
20. City of Goodyear
21. New York Life - New Employer
22. Wafflehouse-New Employer
23. Schneider Electric-New Employer
24. Tokyo Electric (TEL)-New Employer
25. A2TEC- New Employer

Resource tables

1. Goodyear Cares
2. Dress for Success
3. AZ@WorkTrainingTeam
4. Rio Salado
5. Arouet

Success Story:

Dress for Success- 5 job seekers were provided services (interview clothing)

Location: Avondale Resource center 995 E. Riley Dr Avondale AZ 85323

DATE/TIME	JOB CENTER LOCATION	# BUSINESS	# OF JOB SEEKERS ATTENDED	# Interviews	#Of Hires

4/16/26	Avondale Resource Center	27	196	23	1
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List of companies participating:

1. Tri Dev
2. FBI
3. Hickman Farms
4. Caring for Angels
5. ADCRR
6. Phoenix Police Department
7. Gompers
8. Hoofbeats with Heart
9. RK Mechanical
10. CAVCO
- 11 . US Border Patrol
12. New York Life
13. Devoted Guardians
14. Arcadia
15. Tolleson HSD
16. Uhaul
17. New Wincup Holdings
18. Beyond Borders
19. Sevita
20. AZDPS
21. E2 Optics
22. Zion Compassion
23. Ability 360
24. Randstad
25. Desert Diamond
26. Home Care Powered B AUA
27. Pierpont MFG

Resource Provider:
AZ@WORK Training

Location: Surprise Regional Library 16089 N. Bullard Avenue, Surprise, AZ 85374

DATE/TIME	JOB CENTER LOCATION	# BUSINESS	# OF JOB SEEKERS ATTENDED	# Interviews	#Of Hires
4/23/26	Surprise Regional Library	18 Companies 2 Resources	237	Scheduled- 4 Offers Made- 28 Onsite- 0	0

List of companies participating:

1. E2Optics
2. Dysart Unified School District
3. Fixing Feet Institute
4. Arcadia homecare & staffing
5. Nicoa
6. The Recreation Centers of Sun City West
7. U-Haul International
8. Federal Bureau of Investigation
9. US Border Patrol
10. Arizona Department of Public Safety
11. Arizona Department of Corrections, Rehabilitation and Reentry
12. Tokyo Electron (TEL)
13. The Antigua Group Inc
14. Sub Zero
15. City of Surprise
16. Maricopa County - Smart Justice
17. Republic Services
18. Metropolitan Water District of Southern California
19. Maricopa County Smart Justice Team
20. Maricopa County Training Team

Industrias that attended:

- Construction
- Education
- Health Care & Social Services
- Transportation & Logistics
- Hospitality & Tourism
- Information Technology; Customer Service



- Law Enforcement
- Manufacturing
- Municipal

Success Stories/Event Highlight:

Sun City West Recreational Center is looking for a bilingual HR coordinator position, and introduced Mellissa to the recruiting team at Sun City West, and Melissa applied for the HR coordinator position.

Quotes "great location', "great setup"



Training Team Update 4/30/2026
Covers the period July 1, 2025 – June 30, 2026

Success Story / Highlights:

- WDD Trainer Lisa Marucci completed outreach effort providing training services to Mountain View High School CTE 21 students.
- WDD Trainer Juliann Drew presented Senior Cyber Safety and Computer Basics workshop at Sun City Library to 8 Senior Adults.
- WDD Trainer Sonia Ruiz presented Resume Writing overview to 20 youth students at Ombudsman High School.
- WDD Trainer Sonia Ruiz facilitated virtual Resume Writing Workshop to 12 youth part of Maricopa County Public Health Youth Tobacco Prevention Stand program.
- WDD Trainer Heidi Hopkins-Basen facilitated Saturday Outreach effort to Goodyear Youth Commission “Boarding Pass to a Better You”, facilitating Resume Writing and Job Interview Practice overview to 17 students.
- WDD Trainer Gary Metcalf completed Saturday Outreach effort hosted by GESD System of Care Center. The 12th Annual Glendale Family Resource Fair connecting with 55 participants, engaging with them on job search strategies, resume writing, and promoting HSD WDD programs and services.
- WDD Trainers Christy Boelter, Gary Metcalf, and Heidi Hopkins-Basen participated in the Goodyear Apprentice Fair reviewing resumes for job seekers, and promoting HSD WDD programs and services to attendees.

WDD CENTER TRAINING SERVICES	EVCC April 2026	WVCC April 2026	Program Year to Date EV Totals	Program Year to Date WV Totals	Program Year to Date Team Totals
Orientation Virtual Participants	18	25	520	685	1205
Orientation In Person Participants	3	3	16	32	48
AJC & Client Portal Application Lab	1	1	33	44	75
CDL Module <i>(as of 07.2025)</i>	11	9	69	79	148
CDL Overview	0	2	0	2	8
Construction/Manufacturing Module <i>(started 10.2025)</i>	2	2	9	11	20
Construction/Manufacturing Overview	0	0	2	0	2
Health Care & Social Assistance Module <i>(started 10.2025)</i>	5	11	35	56	91
Health Care & Social Assistance Overview	0	0	0	0	0
IT / Finance & Insurance Module <i>(started 10.2025)</i>	3	2	15	16	31
IT / Finance & Insurance Overview	0	0	2	2	4
Job Search Assistance Workshop	6	2	62	55	117

Resume Writing Virtual Workshop	10	15	47	81	128
Resume Writing In Person Workshop	14	14	149	183	332
Resume Writing Lab	12	8	126	140	266
Job Interview Practice Virtual Workshop	5	0	35	43	78
Job Interview Practice In Person Workshop	5	4	27	48	75
Artificial Intelligence (AI) Overview (<i>started 01.2026</i>)	1	3	13	6	19
Basic Computer Skills Workshop	2	3	12	70	82
Financial Empowerment Workshop	3	1	19	9	28
Introduction to Entrepreneurship Workshop	0	3	43	27	70
Workplace Readiness Workshop	0	0	2	7	9
Virtual Workplace Readiness Workshop	7	2	48	24	62
Youth Leadership Development Virtual Workshop	4	0	22	13	31
CPR/AED & First Aid Class	7	6	72	60	132
Spanish Basic Computer Skills Workshop	0	0	9	4	13
Spanish Financial Empowerment Workshop	0	0	0	0	0
Spanish Resume Writing Workshop	0	0	1	4	5
Youth Office Proficiency Assessment Assisted (Youth Lab)	9	6	83	93	176
Office Proficiency Assessment and Certification Obtained	0	3	36	18	54
Community Outreach Events (Refugee, etc.)	4	6	45	60	106
Community Outreach Event Participants	66	163	435	1723	2158
Rapid Response Events	0	0	14	9	23
Rapid Response Event Participants	0	0	86	71	157
Hiring Events Attended	1	5	7	11	18
Hiring Event Participants Connected With	36	290	570	898	1468
WDD New Hire Onboarding Staff	0	0	2	3	5
WDD Internal Training Classes	0	0	8	4	12
WDD Internal Staff Training Participants	0	0	84	47	131

WDC Site Workshop Update 04/30/2026

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

<i>Workshop Name/Type</i>	<i>Avondale Partnership Site # participants attended</i>	<i>Glendale Partnership Site # participants attended</i>	<i>Goodyear Partnership Site # participants attended</i>	<i>Surprise Partnership Site # participants attended</i>
<i>Resume</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>3</i>
<i>Job Search</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>4</i>
<i>Interview</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1</i>
<i>Financial Empowerment</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Pop-Up 1:1</i>	<i>1</i>	<i>3</i>	<i>0</i>	<i>0</i>
<i>Held off-site, in community # of workshops/total # participants</i>	<i>1 workshops / 1 parts</i>	<i>0 workshops / 0 parts</i>	<i>0 workshop / 0 parts</i>	<i>0 workshops / 0 parts</i>
<i>Total # Participants</i>	<i>2</i>	<i>3</i>	<i>0</i>	<i>8</i>



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ARIZONA@WORK Maricopa County Community Partner Meeting

Date: April 9 2026, via Teams 2 pm -3 pm

Attendees: 36

Summary of monthly meetings in the future with the agenda and meeting minutes.

I. Welcome Remarks

- Janine Estrada welcomed participants to the ARIZONA@WORK Maricopa County Community Partners meeting.

II. Partner updates

- JobBlast Link [Signup Form](#) and job fair below
- Harmon Library 1325 S. 5th Ave. PHX. 85003 -3 pm to 5 pm
Registration link for upcoming events: [Burton Barr Central Library - Phoenix Public Library Event Calendar - Phoenix Public Library](#)
call 602-262-4636 for staff assistance
~ Keith

For more dates refer to [Public Library Event Calendar - Phoenix Public Library](#)

- Employer Spotlight- April to be announced
- ARIZONA@WORK City of Phoenix Tuesdays 1 pm to 4 pm
- Requested websites/information about services, can be added to the phxworks website genevieve.burns@phoenix.gov
~Genevive
- [Get Your Library Card](#)
- ARIZONA@WORK Virtual Employer Outreach Meeting
Every month on the Third Tue:
<https://www.google.com/url?q=https://azdes.zoomgov.com/j/1615086241&sa=D&source=calendar&ust=1771353413087434&usg=AOvVaw02VwCjZW2UM66s38JCQIDw>
Join ZoomGov Meeting
<https://azdes.zoomgov.com/j/1615086241>
Meeting ID: 161 508 6241~ Tim Voc Rehab Tstump@azdes.gov
- 5th Annual Construction Science Technology Apprenticeship Fair, Thursday April 23rd 2026, 9:30 am @ Chase Field 401 E Jefferson St. Phoenix, AZ 85004~ Maggie (*flyer attached*)



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Attendees receive a ticket for the baseball game

- AZ RAP0 April- registration info in email- Symposium style
[2026 RAP on the AZ Map – Arizona Registered Apprenticeship Roadshow Tickets, Multiple dates | Eventbrite](#)
 - Per Scolas- April 27th AI tech training, tuition-free
[IT Courses: Tuition-free Tech Training & Certifications](#)
 - Phoenix Indian Center Career Expo April 14th and 15th
- III. Overview of Phoenix Public Libraries with Keith Feldt and Genevieve Burns.
- The PHXWorks initiative helps customers with job searches, career goals, and becoming workforce-ready.
 - PHXWorks at Harmon Library supports job seekers with career guidance and job search help
 - Offers free classes, workshops, and 1-on-1 assistance to build skills
 - Hosts hiring events and Employer Spotlight opportunities to connect with employers
 - Provides computer access and resume support, including free printing
-
- Provides personalized 1-on-1 assistance, career guidance, and job search support at Ocotillo Library & Workforce Literacy Center to help individuals reach employment goals
 - Offers free classes, workshops, and hiring events designed to build skills, connect jobseekers with employers, and support career advancement at every stage
 - Includes access to public computers, online resources, and free resume printing so customers have the tools needed to apply for jobs and improve their skills
 - Delivers both virtual and in-person programs across Phoenix Public Library locations, ensuring flexible and accessible workforce support services
[PHXWorks](#)
- IV. Q &A
- Do you rent your laptops or can customers check them out at library?
 - Not really. However, customers can use loaner laptop, with headphones for virtual interviews
 - There is a timeframe for computer use, which may be extended if customers let staff know it's for Vocational training
 - -Other partner: Computdot, has computers
 - Can those experiencing homelessness utilize same Library Card services?
 - Yes, need valid ID for borrowing and the Digital library
- V. **Adjournment April 8th 2:49 pm**

Next Meeting: Scheduled for Thursday, May 14th, 2026, from 2 pm to 3 pm



MARICOPA COUNTY

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ARIZONA@WORK Maricopa County Collaboration Leadership Meeting

Date: April 15, 2026, via Teams 2 pm - 3 pm

Attendees:

Title Ib:

Indian & Native American Programs (INAP): Olivia Hendricks

National Farmworkers Job Program (NFJP): Daisy Samano, Teresa Mendez

Title II: JakinDee Kosaka (APD), Llaría Verzillo (GALP), Alina Hughes (ACYRAZ)

Title III:

Title IV Voc Rehab:

SCSEP:

RESEA:

AZ Apprenticeship: Betsy Nelson

TANF:

CTE: Kevin Imes

DES:

Salt River Pima-Maricopa Indian Community (SRPMIC):

Voc Rehab Provider Focus Employment: Bernard Johnson

Pinal OSO:

(COA) Laura Malhoit, Nancy Avina

Equus: Janine Estrada OSO

Summary of monthly meetings with the agenda and meeting minutes.

I. **Welcome Remarks**

Janine Estrada welcomed leaders to the ARIZONA@WORK Maricopa County Collaboration

II. **Partner updates**

- Apprenticeships- Betsy Nelson -**RAP on the AZ MAP Road Show Event**
April 30th 8am - 3 pm, Sheraton Mesa Hotel at Wrigleyville West 860 N. Riverview, Mesa AZ 85201 ([registration link](#))
- **Employment Challenges with Bernard Johnson with Focus Employment:**
 - Local observed Workforce Challenges:**
 - Criminal backgrounds limit hiring opportunities
 - HS grads lack experience/work readiness
 - Transportation barriers affect reliability
 - General labor roles hard to fill/retain
 - Warehouse/distribution: high turnover + tough shifts



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-Overall mismatch between employer expectations and job seeker readiness troubleshooting strategies

III. Q & A

- What are some solutions the partners here could share?

Transportation challenges- Rideshares

Kevin Imes- Bus passes, and rideshare apps

JakinDee- T- IB Youth Supportive Services

T-II – Educational Supportive Services

Explore Lyft Partnership

Less resources available- Potential partner collaborations

- NFJP- attempts collaboration with partner, client must be eligible

Explore faith-based communities as partners

Adjournment 2:54 PM

Next Meeting:

April 15th, 2 pm to 3 pm via Microsoft Teams



Community Impact Statement.

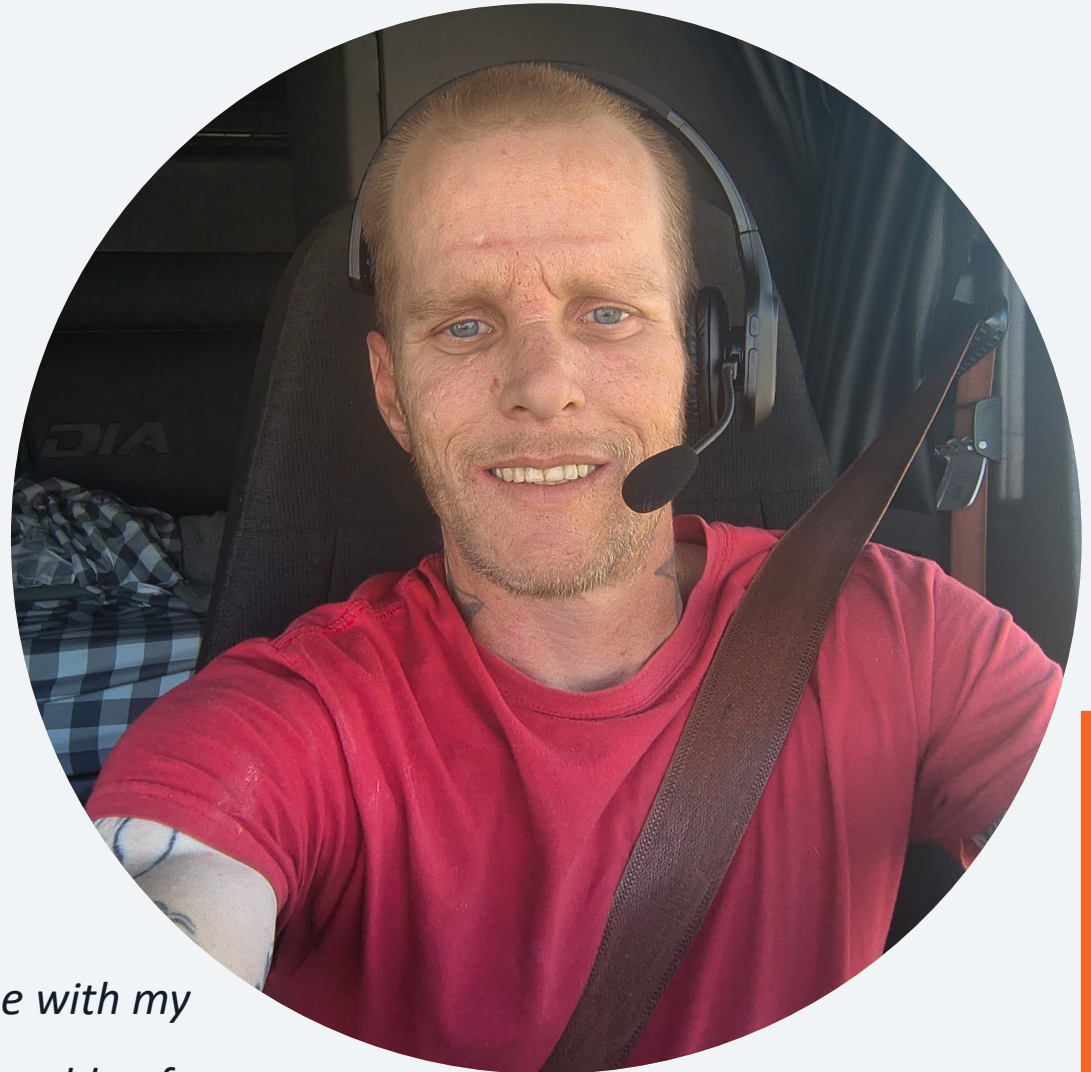
Success Story

Bryan C.

WDD Program: **Smart Justice**

- Background: Justice involved, Lacking stability and direction
- Seeking OST, also engaged in;
 - Labor Market Information
 - Work Readiness Support
 - Supportive Services
- Obtained his CDL
- Obtained an OTR position with Western Express, making \$1/mile as of February 2026

“I didn’t think there were many options for someone with my background. Smart Justice helped me see that I’m capable of more than I thought. I finally feel like I’m moving forward.”





**Information/Discussion/
Possible Action.
Service Provider Budget Proposal**



FY27 WIOA Service Provider Budget





FY27 WIOA Service Provider Budget

**Eddie Contreras
Grants Accountant**

WIOA Service Provider Budget FY27

Adult/DW	\$8,910,935
Youth	\$4,522,852
Rapid Response	\$184,091
Total	\$13,617,878





Thank You



**Information/Discussion/
Possible Action.
Compliance Items**



Compliance Documents



Purpose

- Present recently updated compliance documents for MCWDB approval
 - Shared Governance Agreement (SGA)
 - Bylaws
 - MOU/IFA
- Documents have received legal review/approval

Shared Governance Agreement (SGA)

- Formal agreement between workforce board and elected official outlining collaborative decision-making and shared responsibilities
- Establishes roles, authority, and expectations
- Defines processes for communication, planning, and operational oversight
- Promotes accountability, transparency, and alignment with WIOA requirements
- Includes procedures for conflict resolution and continuous collaboration

Shared Governance Agreement (SGA) Updates

- Added the verbiage "his/her designee" to references of the Assistant County Manager. These should now read as "the Assistant County Manager, or his/her designee."
- Added a bullet under the local plan section to read that "The One-Stop Operator may not convene system stakeholders to assist in the development of the local plan and prepare and submit local plans". This was based on feedback received from the Office of Economic Opportunity during the recertification process, requesting that this verbiage be added during our next document update.

Shared Governance Agreement (SGA) Updates Continued

- Updated Article VI. BOS Roles and Responsibilities Part A/Section 3, after receiving feedback from the fiscal agent about BOS approval for funding allocations and budget modifications.
- Removed mention of workgroups in the Communication to Public section as workgroups are not public bodies under open meetings law.

Bylaws

- Governing document that establishes the structure and operating procedures of the Workforce Development Board
- Defines the Board's purpose, authority, and responsibilities in alignment with WIOA requirements
- Outlines membership composition, appointment process, and terms of service
- Establishes procedures for meetings, voting, committees, and decision-making
- Identifies roles and responsibilities of Board officers and members
- Supports transparency, accountability, and consistent governance practices
- Provides guidance for maintaining compliance with federal, state, and local workforce policies

Bylaws Updates

- Updated the termination section to match the termination section in the Shared Governance Agreement (SGA)

MOU/IFA

- Formal agreements between the Workforce Development Board, Chief Elected Officials, and required workforce system partners
- Establishes how partners collaboratively deliver services through the workforce system and American Job Centers (AJCs)
- Defines each partner's roles, responsibilities, and contributions to service delivery
- The Infrastructure Funding Agreement (IFA) identifies how partners share costs associated with operating AJCs
- Supports compliance with WIOA requirements and promotes an integrated, customer-focused workforce system
- Ensures accountability, transparency, and continued collaboration among workforce partners

MOU/IFA Updates

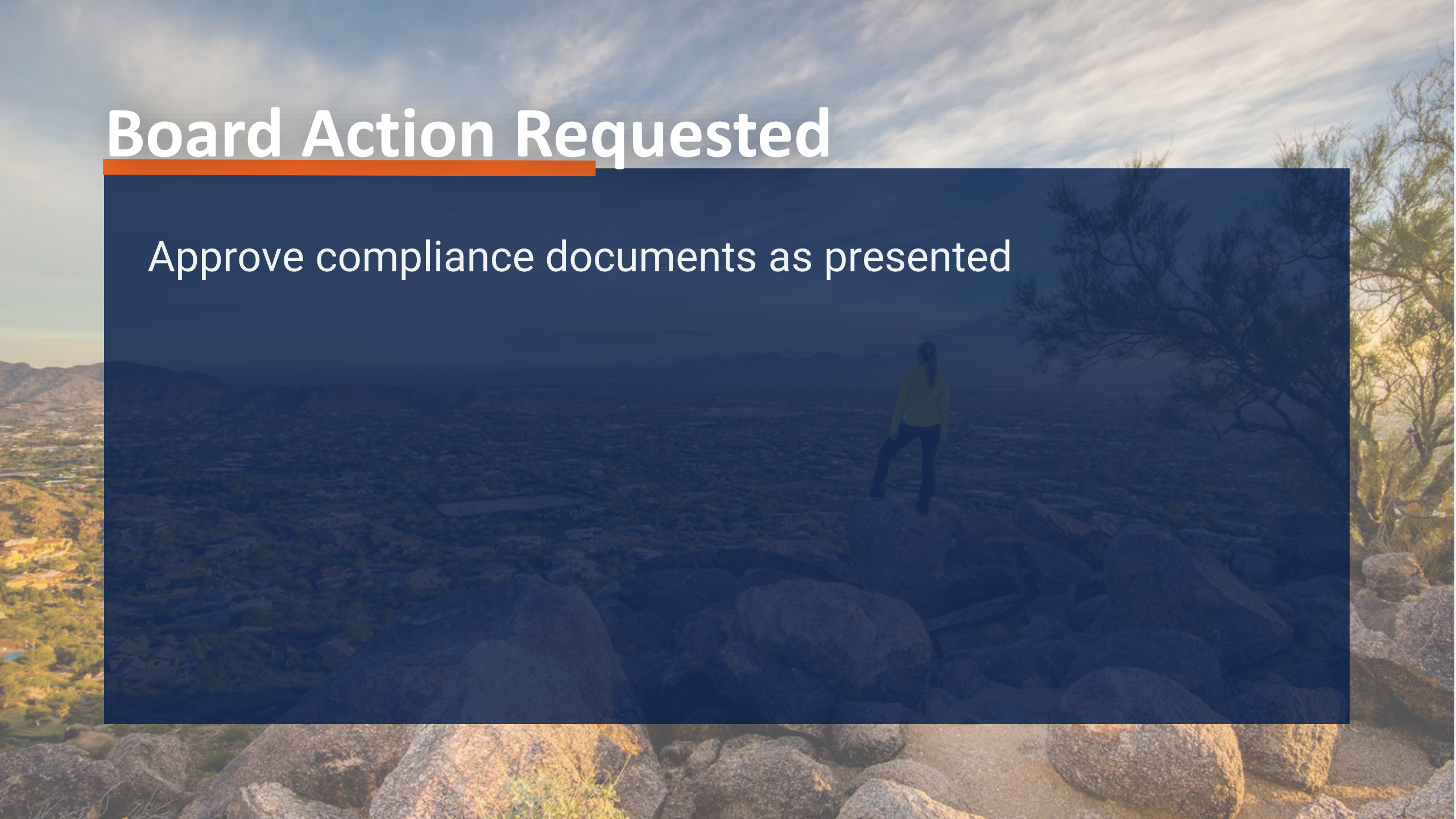
- Dates and names of parties
- Finance information
- Utilized the updated IFA template provided by the state



Questions

Board Action Requested

Approve compliance documents as presented



AGREEMENT BETWEEN
MARICOPA COUNTY BOARD OF SUPERVISORS and MARICOPA COUNTY
WORKFORCE DEVELOPMENT BOARD

This shared governance and multi-function agreement is made by and between Maricopa County, a political body duly organized and existing under the laws of the State of Arizona, and its Maricopa County Board of Supervisors (hereafter referred to as “BOS”), the Chief Elected Officials (CEOs) under the Workforce Innovation and Opportunity Act (WIOA), and the Maricopa County Workforce Development Board (hereafter referred to as “MCWDB”), the Local Workforce Development Board (LWDB) as designated by the Governor of Arizona, to articulate the relationship, roles, and responsibilities between the two entities as required by the federal Workforce Innovation and Opportunity Act (hereafter referred to as WIOA) of 2014 (Public Law No. 113-128). BOS and MCWDB are collectively referred to herein as the “Parties” and individually as “Party.”

RECITALS

Whereas, the Workforce Innovation and Opportunity Act (WIOA) was established to increase employment, education, and training for individuals with barriers, to support the alignment and improvement of the workforce development system, to improve the skills of workers to secure employment with family-sustaining wages and provide employers with a skilled workforce for global competitiveness, and to provide workforce activities through state and local workforce development systems; and

Whereas, Maricopa County is designated the Local Workforce Development Area by the Governor and is funded to administer WIOA in Maricopa County, outside of the City of Phoenix; and,

Whereas, the Maricopa County Board of Supervisors are the designated Chief Elected Officials by the State of Arizona; and,

Whereas, the Maricopa County Workforce Development Board is designated as the Workforce Development Board for the Maricopa County Local Workforce Development Area; and,

Whereas, all Parties acknowledge that WIOA laws and regulations, Training and Employment Guidance Letters (TEGLs), Uniform Administrative Guidance, State Law and applicable policies, the Arizona Department of Economic Security WIOA contract, and County policies must be adhered to in their entirety; and,

Whereas, the WIOA emphasizes local control so the Local Workforce Development Area can tailor services for the unique needs of that Local Workforce Development Area; and,

Whereas, the WIOA requires that a shared governance and multi-function agreement be entered into to delineate the role and responsibilities of the BOS, MCWDB (and its staff), Fiscal Agent, and any entity performing multiple functions; and,

Whereas, it is the desire of both parties to have an agreement that provides a basis for cooperation and partnership, which will lead to the success of the employment and training system (ARIZONA@WORK MARICOPA COUNTY) within the County and contribute to the overall economic prosperity of the region and its residents;

Therefore, in consideration of the recitals set forth above and incorporated by reference, the Parties agree as follows:

I. Purpose

The purpose of the Agreement is to define the roles and responsibilities of the BOS and MCWDB and establish the multi-function agreement between the BOS and MCWDB as required by the WIOA since the Maricopa County Human Services Department is performing more than one role.

II. Definitions

For the purposes of this Agreement, the following terms shall have the meaning set forth below:

- A. Career Services Provider:** the provider of services as specified in WIOA to “Adults” and/or “Dislocated Workers.”
- B. Chief Elected Officials (“CEOs”):** the Board of Supervisors (BOS).
- C. Conflict of Interest:** a situation in which a person is in a position to derive personal benefit from actions or decisions made in their official capacity.
- D. Fiscal Agent:** the BOS, or designated entity, responsible to perform accounting and funds management for WIOA funds.
- E. Grant Recipient:** the BOS.
- F. Local Workforce Development Area (LWDA):** Maricopa County as designated by the Governor.
- G. Local Workforce Development Board (“LWDB”):** the Maricopa County Workforce Development Board (MCWDB) as defined by 20 CFR 679.310.
- H. One Stop Delivery System:** the workforce development, educational, and other human resource services joined in a seamless customer-focused service delivery network that enhances access to the programs’ services and improves long-term employment outcomes for individuals receiving assistance.
- I. One Stop Operator (“OSO”):** the entity that coordinates the service delivery of required one-stop partners and service providers as specified in WIOA.
- J. Training and Employment Guidance Letter (“TEGL”):** the guidance letter issued by the US Department of Labor.
- K. Training Provider:** An entity with a demonstrated ability of training individuals to enter quality employment, and that is included on the eligible training provider list.
- L. Vacancy Appointment:** a nominee selected to serve the remaining term of a vacant position.
- M. Vacancy Date:** the date the BOS approves the resignation or termination of an MCWDB member.
- N. WIOA:** the Workforce Innovation and Opportunity Act of 2014, as amended.
- O. Youth Services Provider:** the provider of services to youth as specified in WIOA.

III. Effective Date, Term, and Termination

- A.** This Agreement shall be effective July 1, 2026, until June 30, 2029, unless terminated as provided herein.
- B.** The Agreement may be renegotiated or terminated by either Party with sixty (60) days' notice in writing to the other Party. Such notice shall be given by personal delivery or by Registered or Certified mail.
- C.** This Agreement is subject to the statutory language of A.R.S. § 38-511, which are incorporated herein by reference.

- D. If any action is taken by any State agency, federal department, or any other agency or instrumentality to suspend, decrease or terminate its fiscal obligation under or in connection with this Agreement, the Parties may amend, suspend, decrease, or terminate its obligations under or in connection with this Agreement. In the event of termination, the Parties shall be liable for payment only for services rendered prior to the effective date of the termination, provided that such services performed are in accordance with the provisions of this Agreement. The Parties shall give written notice of the effective date of any suspension, amendment, or termination under this section at least ten (10) calendar days in advance.
- E. This Agreement may be terminated by mutual written agreement of the parties specifying the termination date therein.

IV. Amendments

- A. Proposed amendments or termination to this Agreement may be offered by either Party in writing within sixty (60) days, at a minimum, to the other Party, via official electronic communication and certified mail. Adoption of such proposals shall be approved and enforced through a signed document by both Parties.
- B. The Agreement may be amended if the governance structure changes, if the Bylaws are amended, or in the event the regulations or laws change.
- C. Any amendment or change to the Agreement must be maintained at the MCWDB staff office and be available for monitoring by the state administrative entity.
- D. The entire Agreement of the Parties is contained herein, and this Agreement supersedes all prior agreements between the Parties relating to the subject matter thereof.

V. Notices of Election

A change of leadership of the MCWDB and the BOS does not constitute an amendment of this Agreement, but Parties shall provide notification of leadership changes as follows:

- A. Notice of an election of a new MCWDB Chair, as evidenced within the minutes of the MCWDB meeting, shall be provided to the Maricopa County Clerk of the Board.
- B. Notice of an election of any new BOS and/or the BOS Chairman, as evidenced within the minutes of the BOS meeting, shall be published on the BOS website within 10 days after the first BOS meeting of each calendar year.

VI. BOS Roles and Responsibilities

A. Delegated Functions

1. Unless otherwise indicated as non-delegable, the BOS may fulfill its roles and responsibilities through staff and/or contracts. Any staff or contractors assigned to fulfill BOS responsibilities shall comply with the provisions of Section XIII. Internal Controls, Conflict of Interest, and Firewalls.
2. The BOS designates the County Manager or his/her designee to serve as MCWDB liaison to the BOS;
3. The BOS designates Maricopa County Human Service Department to serve as Fiscal Agent for the MCWDB and be responsible for the receipt and disbursement of WIOA funds in the Local Workforce Area. The specific roles and responsibilities of the Fiscal Agent are identified in Section IX.
 - a) HSD staff involved in Fiscal Agent functions shall not be involved in policy or direct service provision activities of the Local MCWDB.
 - b) Any funding or costs shifted between the MCWDB budget and the

Service Provider budget(s) that results in an increased or decreased overall budget for either entity shall be presented to the MCWDB for review and authorization.

- c) BOS approval is required for any change to the WIOA allocation amount.
4. To ensure proper separation of duties and functions, there shall be no commingling of budgets for the MCWDB staff, Fiscal Agent, and Service Provider (see Attachment A, Maricopa County Organizational Chart A, B, and C, respectively). Each of these functions shall have a separate budget and personnel with separate functions and hierarchical reporting chains. Notwithstanding the foregoing, personnel shall be individually and collectively responsible for reporting compliance with WIOA and regulations, OMB circulars, and State and County policies and statutes.
5. The BOS delegates signatory capacity to the Chairman of the BOS.
- B. Misuse of Funds**
- 1. The BOS are liable in their official capacity for any misuse of grant funds as described in WIOA.
- C. MCWDB Bylaws**
- 1. Per CFR 679.310 (g), the BOS must establish bylaws consistent with federal law, regulations, and State policy.
- D. MCWDB Membership**
- 1. The BOS shall solicit nominations for the MCWDB. The final selection and appointment of MCWDB members shall be made by the BOS in accordance with WIOA and State and Federal requirements and consider recommendations pursuant to Section VII F (2) Composition: The MCWDB shall be composed of the following:
 - a) The MCWDB shall be comprised of private business sector and public sector members.
 - b) The Board membership shall be representative of the Local Workforce Area's geography and business demographics.
 - c) The BOS will seek to have a MCWDB membership which is diverse in gender and ethnicity.
 - d) An individual may serve as a representative of more than one membership category if the individual meets all the criteria for representative in accordance with WIOA.
 - e) At least 51% of members shall be representatives of business in the Local Workforce Area who:
 - (1) Are owners of businesses, chief executives or operating officers of businesses, or other individuals with optimum policy-making or hiring authority;
 - (2) Provide employment opportunities in in-demand industry sectors or occupations, and provide high-quality work-relevant training and development opportunities to its workforce or the workforce of others in the case of organizations representing business;
 - (3) Are appointed from among individuals nominated by local business organizations and business trade associations; and
 - (4) At least two (2) members must represent small business as defined by the U.S. Small Business Association.
 - f) At least 20% of the members must be workforce representatives with

optimum policy-making authority. These representatives:

- (1) Must include at least two (2) representatives of labor organizations nominated by local labor federations or other representatives of employees;
 - (2) Must include at least one (1) representative of a joint labor-management, or union-affiliated, registered apprenticeship program within the Local Workforce Area who must be a training director or member of a labor organization;
 - (3) May include one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or support competitive, integrated employment for individuals with disabilities; and
 - (4) May also include one or more representatives of organizations that have demonstrated experience in addressing the employment, training, or education needs of eligible youth, including representatives or organizations that serve out-of-school youth.
- g) The balance of the Board membership shall include the mandatory category of individuals with optimum policy-making authority as follows:
- (1) At least one (1) eligible provider administering adult education and literacy activities under WIOA Title II, selected from among the providers serving in the Local Workforce Area;
 - (2) At least one (1) representative from an institution of higher education providing workforce development activities, including community colleges;
 - (3) At least one (1) representative from economic and community development entities;
 - (4) At least one (1) representative from the state Employment Service office under the Wagner-Peyser Act;
 - (5) At least one (1) representative from the programs carried out under Title I of the Rehabilitation Act of 1973, other than sec. 112 or Part C of that title (i.e., the State Vocational Rehabilitation Program or the state agency responsible for the State Vocational Rehabilitation Program); and
- h) Members may also include a non-mandatory category of additional Local Workforce Area representatives appointed by the BOS from:
- (1) Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment;
 - (2) Governmental and economic, and community development entities who represent transportation, housing, and public assistance programs;
 - (3) Local Workforce Area philanthropic organizations; and,
 - (4) Other appropriate individuals based on the WIOA law and regulations as determined by the BOS.

- i) Members of the MCWDB shall not be permitted to delegate any duties to proxies or alternates.
- j) Members of the MCWDB shall be on an unpaid, volunteer basis
- k) No matter how many membership categories an individual represents, the individual is only entitled to one vote.

2.

3.

Nominations

Consistent with WIOA, the BOS adopts the following nomination criteria:

- a) The CEO is responsible for MCWDB member recruitment and nominations.
- b) At the request of the CEO, the MCWDB, or its designee, may assist in the solicitation of applications and nominations for MCWDB membership in accordance with representation needed.
- c) Nominees who are intended to serve as representatives of business in the local area must be appointed from among individuals nominated by business organizations and business trade associations.
 - (1) The CEO or designee of the nominating organization must sign the nomination letter submitted to the BOS.
 - (2) The nomination letter must acknowledge the nominee's optimum policy-making authority and include documentation of the candidate's curriculum vitae, resume, or work history
- d) Nominees who are intended to serve as representatives of labor must be appointed from among individuals nominated by local labor federations.
- e) For the other mandated categories, nominees must be appointed from among individuals nominated by a senior executive from the agency or institution of employment or affiliation.
- f) For the mandatory category of adult education and literacy, a solicitation of nominations will be based on a solicitation of Local Workforce Area providers of adult education and literacy activities under WIOA Title II.
- g) For the mandatory category of higher education institutions, a solicitation of nominations will be based on a solicitation of institutions of higher education providing workforce development activities.
- h) For the non-mandated categories, a solicitation of nominations will be handled by:
 - (1) Solicitation of community-based organizations (CBOs). Representative nominations from local CBOs must be qualified by being workforce-centered and having demonstrated positive performance for at least three to five years in the community.
 - (2) Solicitation of nominations from other optional representatives with a workforce mission/focus must hold promise for beneficial partnerships.
- i) Nominees shall meet the qualifications of the membership category for which they are applying. Nominees shall confirm their qualifications for the membership category for which they are applying in writing. Nominating organizations shall confirm the same.
- j) Members shall notify the MCWDB and the Maricopa County Clerk of the Board if they no longer meet the qualification criteria required by WIOA for the position on the MWCWB.

- k) All vacancies shall be publicly noticed on the Maricopa County website.
- l) Written applications and, when applicable, nominations must be submitted to the Maricopa County Clerk of the Board.

4. **Appointments**

- a) The BOS shall appoint each member of the MCWDB by majority vote.
- b) Reappointments will follow the same nomination process as outlined in this Agreement and will be made within 120 days of the term expiration.
- c) Notification of appointments will be evidenced within the minutes of the BOS meetings.

5. **Terms of Office of BOS Appointees**

- a) Members appointed to the MCWDB shall serve three-year terms, except vacancy appointees who shall serve the remaining term of their predecessor. Upon expiration of his or her term, any MCWDB Member may continue to serve until the BOS takes action.
- b) Appointments will be staggered to the extent possible to have only one-third (1/3) of the membership expire in a given year.

6. **Resignations**

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

7. **Terminations**

- a) BOS may remove a member for any of the following reasons:
 - (1) Failure to attend MCWDB meetings, as follows:
 - More than three consecutive absences from regularly scheduled meetings by any member during any 12-month program period (July 1 – June 30) may result in the removal of the member from the MCWDB.
 - Any four absences from regularly scheduled meetings during a twelve-month period by any member during any 12-month program period (July 1 – June 30) may result in the removal of the member from the MCWDB.
 - Within seven (7) days of notification of attendance policies violation a member may provide a written explanation to the MCWDB Chair on the reason for the absences.
 - Exceptions to attendance policies may be made by the MCWDB Chair due to special circumstances and shall be documented.
 - (2) Failure to comply with the Conflict of Interest and Ethics as required by WIOA, A.R.S. §38-502 et seq., and Maricopa County Internal Policy HR2421,
 - (3) Failure of a member to continue to hold the qualifications of membership which were the basis for their initial appointment.
 - (4) Documented malfeasance, fraud or abuse.
 - (5) Knowingly and intentionally acting in a manner that prohibits compliance with Federal law, State policy, or requirements set forth by the Workforce Arizona Council (WAC) or Department of

Economic Security (DES). Examples include but are not limited to failing to meet deadlines and failing to provide requested information.

- b) "Just cause" for removal is established based on documented evidence of failure to meet the expectations outlined in Section VI.D.6.a. including but not limited to attendance records, conflicts of interest, or actions inhibiting compliance with Federal law, State policy, or requirements of the WAC or DES.
- c) Removal of a MCWDB member shall require a formal vote of the BOS.

8. **Vacancies**

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

9. **Compensation**

- a) The BOS, through the Fiscal Agent, is authorized to reimburse those expenses identified in (A) post-travel to the extent such expenses are allowable and reimbursable under WIOA, Uniform Guidance, and all applicable County policies and regulations.

VII. **MCWDB Roles and Responsibilities**

- A. Unless otherwise indicated as non-delegable, the MCWDB may fulfill its roles and responsibilities through staff and/or contracts. Any staff or contractors assigned to fulfill MCWDB responsibilities shall comply with the provisions of Section XIII. Internal Controls, Conflict of Interest, and Firewalls.
- B. MCWDB serves as a strategic convener to promote and broker effective relationships with the County and the Maricopa County workforce system. The MCWDB shall maintain strategic and strong relationships with business organizations, chambers of commerce, labor and trade associations, education

providers, and others as needed or required.

C. MCWDB provides strategic and operational oversight for the workforce system as follows:

1. Provide ongoing reviews of services available, access to services, service delivery, cost of services, and system and program administration;
2. Seek to avoid duplication with other system and program monitoring;
3. Review current plans and proposals for service delivery;
4. Develop detailed actions and timeframes in coordination with the necessary workforce system partners; and
5. Provide the BOS with system and program oversight updates in a quarterly report.

D. The following MCWDB required roles and responsibilities shall be completed in a timely manner by MCWDB members or at the direction of the MCWDB through staff, consultants, and/or allowable designated entities. MCWDB shall consult with County concerning all responsibilities delegated to staff consistent with the requirements set forth in Section XI.

1. **Workforce Research and Regional Labor Market Analysis**

The MCWDB will conduct analyses of the labor market and workforce system and integrate the findings into the Local Plan. The MCWDB will coordinate with key stakeholders, contracted staff (as needed), and other parties in order to present a well-rounded representation of the economic conditions in the Maricopa County LWDA.

2. **Convening, Brokering, and Leveraging**

The MCWDB will convene local workforce development system stakeholders to develop the local plan. The MCWDB will plan, coordinate and schedule all necessary meetings to execute the objectives of the local plan.

3. **Employer Engagement**

Lead efforts to engage with a diverse range of employers, entities in the region, and economic development entities to promote business representation on the MCWDB and develop effective linkages with employers to support employer utilization of the Maricopa County workforce system to ensure the workforce investment activities meet the needs of employers, and support economic growth in the region. The MCWDB shall coordinate with BOS economic development strategies and workforce priorities that align with WIOA.

4. **Career Pathways**

Collaborate with secondary and postsecondary education program representatives leading the efforts in the local workforce development area to develop and implement career pathways by aligning occupational training in the targeted occupations and in-demand industries.

5. **Proven and Promising Practices**

Identify, promote, and disseminate proven and promising strategies, initiatives, and practices for meeting the needs of all job seekers and employers. Specific attention will be given to system performance, service delivery benchmarking, and program design/evaluation to identify strengths and opportunities for continuous process improvement.

6. **Technology**

Develop strategies, including coordination with the County and all workforce system partners, for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, job seekers, and specifically those with barriers to employment. The MCWDB will

address these issues from a strategic level and task the One Stop Operator with identifying referral tools and strategies between core partners.

7. Coordination of Education Providers

Coordinate activities with education and training providers, including those on the State-approved Eligible Training Provider List (ETPL) and all WIOA Title II service providers, to align education and training with MCWDB selected sectors to support career pathways.

8. Accessibility for Individuals with Disabilities

The MCWDB, through the One Stop Operator, will annually assess the physical and programmatic accessibility of all one-stop centers in the Local Workforce Area in accordance with the Americans with Disability Act of 1990.

9. Certification of One-Stop Centers

The MCWDB certifies all ARIZONA@WORK Maricopa County comprehensive and affiliate job centers every three (3) years in accordance with 20 CFR 678.800 and the WAC State Workforce Policy #6 Certification of the ARIZONA@WORK Job Centers.

E. Communication with the Public

1. All meetings of the MCWDB, including its committees shall be conducted in compliance with Open Meeting Law (Arizona Revised Statutes 38-431 et seq.). Meetings shall be open, and it shall be a stated policy that interested citizens or groups will be heard on workforce development matters.
2. The MCWDB shall meet not less than six times per year.
3. Within three (3) business days of any MCWDB meeting, including its committees the MCWDB staff shall make available the meeting minutes on the MCWDB website.
4. On behalf of the MCWDB, the MCWDB staff shall make available to the public on the MCWDB website information regarding the activities of the MCWDB, including but not limited to:
 - a) Local Plan, including any modifications;
 - b) List and affiliation of MCWDB members; and
 - c) MCWDB Bylaws.

F. Board membership

1. The MCWDB may solicit and refer candidates to apply for MCWDB membership.
 - a) The MCWDB Chair may recommend removal of a member for any of the reasons cited in Section VI.D.6.

G. Youth Committee

1. The Youth Committee shall be a MCWDB Standing Committee comprised of a minimum of five (5) members (MCWDB members and non-members) appointed by the MCWDB Chair in consultation with the Executive Committee, and BOS assigned staff.
2. Responsibilities of the Youth Committee may include, but not be limited to the following:
 - a. Identify eligible providers of youth workforce development activities by:
 - i. Exercising the option described in CFR 681.400 to have the grant recipient provide directly some or all of the youth workforce investment activities; and/or
 - ii. Choosing to recommend for MCWDB approval to competitively award grants or contracts to youth service providers to carry out

- some or all youth workforce investment activities;
 - b. Inform, assist, and make recommendations to the Executive Committee and the MCWDB in developing and overseeing a comprehensive youth program, including disconnected youth;
 - c. Foster integration and collaboration of youth activities in the local workforce development area;
 - d. Recommend system enhancements to ensure a broad range of services and opportunities for youth, including disconnected youth;
 - e. Recommend ways to leverage resources and coordinate services among schools, public programs, and community-based organizations serving youth; and
 - f. Provide leadership and support for continuous quality improvement efforts for youth services programs.
 - 3. The term of each Youth Committee member shall coincide with the term of the MCWDB Chair or as determined at the discretion of the MCWDB Chair.
 - 4. The term of the Youth Committee chair shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair.
- H. Officers**
- 1. The MCWDB members select the MCWDB Chair and other officers, as described in the Bylaws.
- I. Career Services**
- 1. MCWDB selects the Career Services Provider. The expectations and terms of the service provider shall be documented in a contract approved by the MCWDB and BOS. Additional guidance on service provider selection can be found in Section VIII.
- J. Operational Budget**
- 1. The MCWDB shall have the operational budget for Adult, Dislocated Worker, and Youth Services presented to them for review and approval annually.
 - 2. The MCWDB may have the Fiscal Agent present the annual budget.
 - 3. The operational budget shall be approved no later than August 15th.
 - 4. The annual approved budget must allocate all available WIOA funds for the fiscal year.
- K.** The MCWDB shall provide MCWDB member orientation.

VIII. Shared Roles and Responsibilities

- A. MCWDB Budget** The Parties share the responsibility for the MCWDB Budget as follows:
- 1. Development and Submission
 - a) MCWDB and their designated staff shall develop an annual line-item administrative budget and budget justification for the purpose of carrying out the duties as referenced in this Agreement.
 - (1) The budgeting period must be aligned with the County fiscal year, which runs from July 1 through June 30.
 - (2) The budget must be in accordance with all County policies and guidelines, WIOA, and Uniform guidance.
 - (3) MCWDB shall submit the annual line-item budget and budget justification to the County Manager or his/her designee by December 1 of each year.

- (4) The administrative budget will be included in the overall WIOA budget that the Fiscal Agent submits to the BOS in order to establish an overall spending cap for the upcoming fiscal year.
- b) The MCWDB shall review and approve the operational budget for Adult, Dislocated Worker, and Youth Services by major program by June 30th of each year for the budget year beginning July 1st.
 - (1) The total WIOA budget (operational and administrative) may not exceed the spending cap approved by the BOS.
 - (2) This presentation may be done by the service provider(s) and/or Fiscal Agent, at the discretion of the MCWDB.
- c) Budget Review and Approval
 - (1) The Fiscal Agent shall review the MCWDB budget to ensure it is in accordance with all County policies and guidelines, WIOA, and Uniform Administrative Guidance.
 - (2) The Fiscal Agent shall provide the budget review to the County Manager (or his/her designee) and the MCWDB Executive Director.
 - (3) The Fiscal Agent shall submit the budget to the Maricopa County Office of Management and Budget on behalf of the BOS.
 - (4) The BOS at their discretion, shall review and approve the Budget in accordance with County policy.
- d) Ongoing monitoring
 - (1) On behalf of the BOS, the County Manager, or his/her designee shall:
 - Monitor the MCWDB budget expenditures;
 - Notify the MCWDB Executive Director and the MCWDB Chair on expenditure and audit issues;
 - Provide updates to the BOS as requested.

B. WIOA Funds

1. BOS and MCWDB shall, to the best of their abilities, ensure all funds are expended prior to expiration with the assistance of the Fiscal Agent.

C. Local Plan

1. MCWDB and their staff shall develop the local plan for the Local Workforce Area every four years.
2. The Local Plan shall be consistent with the following:
 - a) WIOA Section 108;
 - b) State Unified Plan; and
 - c) BOS strategic priorities, including (but not limited to) economic development, regionalism, and priority populations.
3. On behalf of the BOS, the County Manager (or his/her designee) shall provide local plan feedback to the MCWDB Executive Director.
4. The One-Stop Operator may not convene system stakeholders to assist in the development of the local plan or prepare and submit local plans.
5. MCWDB shall vote and approve the local plan prior to the final submittal to the BOS.
6. The BOS shall review and approve the plan during a BOS meeting.
7. MCWDB shall submit the finalized local plan to the State only after receiving BOS approval.
8. The MCWDB shall follow the prescribed process in this section for all substantive (non-technical) local plan amendments.

D. Regional Plan

1. All Parties may collaborate with other Local Workforce Areas as necessary. In the event the Local Workforce Development Area is designated to be a planning region that includes other Local Workforce Areas, the Parties shall follow the same process as for the development and approval of the local plan.

E. Selection of Operators and Providers

1. While it is the responsibility of the MCWDB to select a One Stop Operator and providers, as discussed in the following sections, it is the responsibility of the BOS to execute contracts with selected entities/vendors. As such, selection of operators and providers is considered a shared function.
2. One Stop Operator(s)
 - a) Selection
 - (1) The MCWDB, with the assistance of their staff, shall determine the scope of work for the OSO.
 - (2) The MCWDB shall competitively procure the One Stop Operator with the Maricopa County Office of Procurement Services and in compliance with County procurement policies.
 - (3) The designation of an OSO must be approved by a majority vote of the MCWDB or designated committee or workgroup.
 - (4) Once approved, the contract shall be forwarded to the BOS. The OSO contract shall be effective only when approved by the BOS.
3. **Provider(s)**
 - a) Occupational Skills Training: The MCWDB shall encourage sufficient number and types of eligible training service providers consistent with the criteria established by the Governor and WIOA.
 - b) Career Services: The MCWDB shall determine the selection criteria for the provider of Career Services, as specified in WIOA to "Adults" and Dislocated Workers."
 - (1) The MCWDB selects the Human Services Department Workforce Development Division as the Career Services Provider.
 - c) Provider contracts may be competitively awarded for any WIOA services; if provider contracts are competitively awarded, they shall be publicly noticed and procured through the Maricopa County Office of Procurement Services.
 - d) Youth Services: Pursuant to CFR 681.400(b), the MCWDB elects to have the grant recipient provide youth services through its Human Services Department.
 - (1) The MCWDB retains the right to instead provide youth services via competitively procured grants or contracts (CFR 681.400(b)).

F. Performance Measures

1. Negotiation and Approval of Performance Accountability Measures
 - a) The MCWDB and their staff shall obtain proposed performance accountability measures from the State.
 - b) Service providers shall propose performance accountability measures to the MCWDB for consideration.
 - c) The MCWDB shall determine the acceptable performance accountability measures for the Local Workforce Area with the Core

Partners and service providers.

- d) The performance accountability measures must be approved by a majority of the MCWDB. Once passed, the finalized performance accountability measures shall be submitted to the State by the required due date.

2. The MCWDB shall focus on required performance measures with outcomes and impacts. The MCWDB shall review current performance measures and reports, identify additional priority and subordinate performance measures to be collected, and work with any organization or entity required to report performance measures to determine reporting timeframes.

G. Local Board Policy

1. MCWDB shall create local board policies to provide strategic workforce direction and guidance in the Local Workforce Area in alignment with BOS priorities.
2. MCWDB, in coordination with Core Partners and service providers, shall review proposed policies, develop new major policies, and approve major policies that affect the priorities for service, service target levels and limitations, and allocation of resources.
3. MCWDB shall create policies that are aligned with serving the WIOA priority populations and those with barriers to employment.
4. Policies must be approved by a majority of MCWDB members.
5. MCWDB staff shall keep written record of all approved MCWDB policies and ensure distribution to all Parties affected.
6. MCWDB shall provide approved policies to the BOS in the quarterly report.

I. Core Partner Agreement

1. MCWDB and their staff shall develop the Core Partner Agreement for the Local Workforce Area.
2. The Core Partner Agreement shall be consistent with WIOA, regulations, State and County policies.
3. The County Manager, or his/her designee shall provide Core Partner Agreement feedback to the MCWDB Executive Director.
4. The Core Partner Agreement shall be reviewed by the Maricopa County Attorney's Office.
5. The Core Partner Agreement must be approved by a majority of the MCWDB.
6. Once approved, the request shall be forwarded to the BOS for approval. The Core Partner Agreement is effective only when approved by the BOS and the other Core Partners.
7. For all amendments to the fully executed Core Partner Agreement, the MCWDB shall follow the prescribed process in such Agreement.

J. Memorandum of Understanding and Infrastructure Funding for the One Stop Delivery System

1. The MCWDB, its staff and/or other allowable designated entity shall develop the Memorandum of Understanding for the One Stop Delivery System (MOU) and its accompanying Infrastructure Funding Agreement (IFA) not less than every three years in partnership with the BOS and other One Stop delivery partners.
2. The MOU and IFA are created through discussion, negotiation, and agreement.
 - a. The MOU shall include the items listed in 678.500 (b) 1-6, including a description of services through the one-stop delivery system,

- agreement of costs, referral methods, and access to services for adults, youth, those with barriers to employment, and individuals with disabilities.
- b. The IFA shall include such costs in accordance with 678.700.
 - i. The IFA shall be reviewed and reconciled at least once annually with the information financial information provided by the Fiscal Agent and/or One Stop partners.
 - c. The MOU and IFA draft shall be shared with the BOS Liaison for review and comment.
 - d. The MOU shall provide a process by which periodic amendments and adjustments may be made.
3. MCWDB shall vote and approve the MOU and IFA, and its amendments, prior to the final submittal to the One Stop Partners for signature.
 4. The BOS shall review and approve the final MOU and IFA, and its amendments.

K. Communication of Parties

1. The MCWDB and its staff shall prepare quarterly progress reports, which shall include but are not limited to, summaries of progress on goals, actions on each of the required roles, policies approved by the MCWDB, and anticipated activities of MCWDB for the next quarter.
 - a) The MCWDB Executive Director shall submit the quarterly reports for BOS review 45 days following the end of a quarter.
2. The MCWDB and its staff shall prepare and submit an annual report to the BOS for review and approval on or before October 1 of each calendar year.
3. At least annually, the MCWDB Chair, MCWDB Executive Director, and the County Manager (or his/her designee) shall provide briefings to the BOS regarding performance accountability measures, program oversight, MCWDB policy, strategic direction, and other areas, as deemed necessary.
4. The MCWDB Chair and the County Manager (or his/her designee) shall work together to identify new potential applicants to the MCWDB with skillsets that complement current Board members.

L. Amendments to the MCWDB Bylaws

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

IX. WIOA Fiscal Agent

- A.** The WIOA Fiscal Agent shall perform accounting and funds management for WIOA funding received.
- B.** The Fiscal Agent shall exchange information with the MCWDB and BOS, as necessary.
- C.** The Fiscal Agent shall provide the following financial services:
 1. Receive and disburse WIOA funds, which includes first-in, first-out accounting methods;
 2. Ensure sustained fiscal integrity and accountability for expenditure of funds

in accordance with Office of Management and Budget (OMB) circulars, WIOA and corresponding federal regulations, and County and State policies;

3. Comply with State and Federal requirements and timelines as defined by DES;
 4. Be subject to an annual audit by the Auditor of State as well as periodic monitoring by DES;
 5. Cooperate in any audit procedure, respond to financial audit findings, and provide corrective action plans when necessary;
 6. Maintain proper accounting records and adequate documentation;
 7. Prepare financial reports;
 8. Conduct financial monitoring of the fiscal activities of sub recipients, contractors, and service providers;
 9. Provide technical assistance to sub recipients regarding fiscal issues;
 10. Review, recommend, and monitor the WIOA budget and its funds, including both administrative and programmatic funds;
 11. Recommend the transfer of funds between Dislocated Worker and Adult programs, and provide this to the MCWDB Chair for signature;
 12. Track and monitor the MCWDB receipts and expenditures in a separate Unit code;
 13. Track and monitor WIOA Title I service provider receipts and expenditures in a separate Unit Code;
 - a) Career Services and Youth Services shall be tracked separately by Program Code.
 14. Procure contacts or obtain written agreements on behalf of the MCWDB
 - a) Except for the One Stop Operator; and
 15. Appoint personnel to carry out the duties outlined above who will not be permitted to engage in policy or service delivery issues or Service Provider activities.
- D.** The Fiscal Agent shall perform the following budgetary functions on behalf of the MCWDB:
1. Under the guidance of the MCWDB, develop an annual budget by major program service type (Adult, Dislocated Worker, Youth, Rapid Response, and other types that may be identified by the MCWDB) that supports the strategic direction of the MCWDB.
 2. Present to the MCWDB when major program service type budgets increase, decrease, or it is deemed appropriate to move budgeted monies between major program service types.
 3. Reconcile the IFA costs at least annually.
- E.** The fiscal Agent is subject to the internal control measures and firewall requirements described in Section XIII.

X. WIOA Career Services

- A.** Those providing career services shall provide services in accordance with WIOA.
1. The Career Service provider shall implement MCWDB policies and provide quarterly reports to the MCWDB on program service delivery, performance accountability, and continuous improvement.
 2. Service providers shall propose the following for review, consideration, and approval of the MCWDB:

- a) Priority populations;
 - b) Service targets;
 - c) Budget utilization;
 - d) Performance measures.
3. The person(s) responsible for carrying out the duties of the service provider will not be permitted to be appointed to complete the activities of the WIOA Fiscal Agent.
 4. Provider of Services shall follow OMB Uniform guidance, County, State regulation, policy, and law for procurement of required goods and services.

XI. MCWDB Staff

- A. Title 20 CFR 679.400 describes the MCWDB's authority to hire staff and the appropriate roles for the MCWDB staff as outlined in WIOA Section 107(f).
 1. Full costs for staff must be included in the MCWDB Board budget submitted to and approved by the BOS.
 2. Maricopa County shall be the employer of record for the MCWDB staff.
 3. MCWDB staff shall be subject to the County's policies, procedures, and processes, including personnel policies and organizational oversight.
 4. The MCWDB Board delegates personnel management responsibilities of the MCWDB staff to the County Manager (or his/her designee), and the County Manager will consult with the MCWDB Chair on personnel matters, as necessary. See attached Organizational Chart for reporting relationship information.
 5. MCWDB staff shall be subject to Maricopa County's policies, procedures, and processes regarding personnel, including but not limited to the confidentiality of personnel information.
 6. MCWDB staff shall not provide core, intensive, and training services or participate in the operation of the One-Stop centers, including the management of personnel providing these services.
 7. MCWDB staff are subject to the internal control measures and firewall requirements described in Section XIII.

XII. Conflict resolution

- A. Except as may otherwise be provided for by law, or otherwise specifically agreed upon by the parties, any dispute not involving the question of law that is not resolved between the parties within a reasonable time shall be submitted to the following Maricopa County's dispute process:
 1. Disputes must be filed with the Maricopa County Ombudsman.
 2. The Ombudsman shall respond in writing to the dispute within fourteen (14) days.
 3. The parties may abide by the decision. If the conflict is not resolved, the Party shall submit in writing to the Ombudsman and the other Party within seven (7) days that a resolution has not been reached.
 4. If either party determines it must pursue formal mediation related to this Agreement, either party may choose to contract with external mediation services. Contracted services would be at the contracting party's expense and would require following the usual processes for procurement and budget approval.
- B. If the conflict is not resolved, it will be resolved as directed by the Governor's Office.

XIII. Internal Controls, Conflict of Interest, and Firewalls

- A.** MCWDB members, County employees, service providers, training providers, One-Stop Operator, and other workforce system stakeholders will report any official conflict of interest to the County Manager.
- B.** In addition to the reporting requirements contained in County Policy HR2416 concerning "Avoidance of Conflicts of Interests", MCWDB staff shall also notify the MCWDB Chair concerning any alleged conflict of interest.
- C.** MCWDB members, staff, or vendors may not be involved in official votes, the hiring of staff, or the procurement of services in which they have a personal financial interest.
- D.** Physical and electronic access will be limited to only the functions and responsibilities assigned to a specific WIOA role.
- E.** Only staff performing Fiscal Agent duties may have access to the County's financial system(s) of record with regard to the funds overseen by the MCWDB.
- F.** Service provider, Fiscal Agent, and MCWDB Staff shall not:
 - 1. Have involvement in one another's hiring, promotional, termination, discipline, or performance management matters;
 - 2. Have involvement in one another's vendor selections unless pre-approved by the MCWDB and BOS Liaison.
 - 3. Share information that is not considered a public record or seek approval from the MCWDB and BOS Liaison prior to sharing non-public records; or
 - 4. Have input into one another's standard operating procedures or internal policies.
- G.** No entity or person involved with the issuance of a solicitation may compete or submit a proposal under the procurement action. This prohibition includes but is not limited to development of requirements, drafting the solicitation document, evaluating proposals/bids, or selection of vendors.
- H.** No division and/or unit within the County may simultaneously provide services and oversee or monitor the provision of those services.
- I.** All entities involved in MCWDB activities and functions, including but not limited to County employees, contracted vendors, and MCWDB members, are subject to performance and financial audits performed by the Maricopa County Internal Audit Department, an independent agency reporting directly to the Board of Supervisors. Entities shall comply fully with all audit requests and participate in the resolution of audit findings.
- J.** The County Manager (or his/her designee), as the executive manager over multiple roles, is expected to be aware of the potential competing interests of the MCWDB, One-Stop Operator, providers, Fiscal Agent, and other stakeholders.
 - 1. The County Manager (or his/her designee) shall refrain from intervening in the performance of duties assigned to the MCWDB staff by the MCWDB, if said duties are legally allowed, supported by the approved budget, and not prohibited by County policy;
 - 2. The County Manager (or his/her designee) shall:
 - a) Encourage the open exchange of information and data between all entities, as allowed by law and County policy, in order to inform decisions of the MCWDB and BOS;
 - b) Be mindful of the internal controls and firewalls outlined in this Section and make every effort to ensure they are not breached.

XIV. Sunshine Provision

- A. The MCWDB shall make available to the public, on a regular basis through electronic means and open meetings, information regarding the activities of the MCWDB, including information regarding the local plan prior to the submission of the plan, and regarding membership, the designation, and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth workforce investment activities, and, on request, minutes of formal meetings of the MCWDB.

XV. Agreement and Bylaws

- A. To the extent there is a conflict between this Agreement and the Bylaws of the MCWDB, this Agreement controls.

XVI. Notices

- A. Notifications and communications concerning this Agreement shall be directed to the following:

Maricopa County Manager
301 W. Jefferson 10th Floor
Phoenix AZ 85003

Maricopa County Workforce Development Board Executive Director
301 W. Jefferson 9th Floor
Phoenix AZ 85003

Maricopa County Clerk of the Board of Supervisors
301 W. Jefferson 10th Floor
Phoenix AZ 85003

XVII. Conflict Waiver

The Parties to this Agreement acknowledge that they are aware that the Civil Services Division of the Maricopa County Attorney's Office (Civil Division) may be chosen as the attorney for all the Parties. The Parties acknowledge that they are aware of a potential conflict of interest, and waive any claim of conflict of interest, which may arise by virtue of Civil Division's representation of another Party to this Agreement.

(Remainder intentionally left blank: Signatures to follow)

IN WITNESS THEREOF, the Parties have signed this Agreement:

Approved By:
MARICOPA COUNTY
WORKFORCE DEVELOPMENT BOARD

Approved By:
MARICOPA COUNTY

Authorized Signature
MCWDB Chair

Kate Brophy McGee, Chair, Board
of Supervisors

Date

Date

Attested to:

Juanita Garza, Clerk, Board of Supervisors

Date

IN ACCORDANCE WITH A.R.S. § 11-952, THIS AGREEMENT HAS BEEN REVIEWED BY THE UNDERSIGNED DEPUTY COUNTY ATTORNEY, AND, IN ACCORDANCE WITH A.R.S. § 11-952, AND HAS DETERMINED THAT THIS AGREEMENT IS PROPER IN FORM AND WITHIN THE POWER AND AUTHORITY GRANTED UNDER THE LAWS OF THE STATE OF ARIZONA.

APPROVED AS TO FORM:

Deputy County Attorney Date



MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

ARTICLE I. NAME AND LEGAL AUTHORITY

Section 1. Name

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

Section 2. Establishment

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

Section 3. Legal Authority

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

ARTICLE II. AREA SERVED

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

ARTICLE III. PURPOSE, VISION, AND VALUES

Section 1. Purpose

The MCWDB shall work collaboratively with the BOS as the Chief Local Elected Officials in strategic planning, oversight, and evaluation of the local workforce development area, and shall promote effective outcomes consistent with statewide goals, objectives, and negotiated local performance. The duties and responsibilities of the MCWDB are outlined in WIOA 107 (d), 20



MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

CFR § 679.370, the Workforce Arizona Council Local Governance Policy, and in the shared governance agreement between the CEO and the LWDB.

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

Section 2. Vision

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

Section 3. Values

The MCWDB’s values are as follows:

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

ARTICLE IV. COMPLIANCE, ROLE, AND METHODS

Section 1. Compliance and Role

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

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

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



MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

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

MARICOPA COUNTY WORKFORCE DEVELOPMENT BOARD BYLAWS

programmatic accessibility of all one-stop centers in the local area in accordance with the Americans with Disability Act of 1990.

Section 2. Methods

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

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

ARTICLE V. STAFFING AND SUPPORT

Section 1. Staffing and Support

- A. Necessary staffing and support of the MCWDB shall be funded by WIOA funds and is

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subject to approval by the BOS or their designee.

- B. MCWDB staff shall include staff necessary to support the activities of the MCWDB. Staffing levels shall be determined during the annual budget development process.

ARTICLE VI. MEMBERSHIP

Section 1. Composition and Size

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

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

Section 2. Nominations

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

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

Section 3. Appointments

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

Section 4. Term of Office

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

Section 5. Resignations

- A. Resignation by MCWDB members shall be submitted in writing to the MCWDB Chair, and the Clerk of the Board. A member's resignation is effective when accepted by the BOS.

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- B. An agenda item will be placed on the next MCWDB meeting for the MCWDB to acknowledge that member's resignation.

Section 6. Terminations

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

- A. Failure to attend MCWDB meetings as follows:
- More than three consecutive absences from regularly scheduled meetings by any member during a 12-month program period (July 1-June 30) may result in the removal of the member from the MCWDB.
 - Any four absences from regularly scheduled meetings during a 12-month program period by any member during any 12-month program period (July 1- June 30) may result in the member from the MCWDB.
 - Within seven (7) days of notification of attendance policies violation a member may provide a written explanation to the MWCDB Chair on the reason for the absences.
 - Exceptions to attendance policies may be made by the MCWDB Chair due to special circumstances and shall be documented.
- B. Failure to comply with the Conflict of Interest and Ethics as required by WIOA, A.R.S. §38-502 et seq., and Maricopa County Internal Policy HR2421.
- C. Failure of a member to continue to hold the qualifications of membership which were the basis for their initial appointment.
- D. Documented malfeasance, fraud, or abuse.
- E. Knowingly and intentionally acting in a manner that prohibits compliance with Federal law, State policy, or requirements set forth by the Workforce Arizona Council (WAC) or Department of Economic Security (DES). Examples include but are not limited to failing to meet deadlines and failing to provide requested information.
- F. Removal of a WDB member shall require a formal vote of the BOS.

Section 7. Vacancies

- A. Members who no longer hold the position or status that made them eligible Local Board members must resign or be removed by the chief elected officials. The chief elected officials will be immediately notified by the Local Board chair of the change in status as a representative of that entity.
- B. A member's position on the MCWDB may become vacant upon failure to attend regularly scheduled meetings as required in these bylaws, his or her death, resignation, by operation of law, or upon removal by the BOS.
- C. All efforts shall be made to fill MCWDB vacancies within 120 days of the vacancy by the BOS.
- D. If a vacancy occurs by other than an expiration of term, the vacancy shall be filled by appointment by the BOS for the unexpired portion of the term.
- E. In the event a vacancy cannot be filled within 120 days, BOS designated staff shall

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request a waiver in writing to the Director of the State Workforce Development Board with an explanation of why a vacancy was not filled in the 120-day timeframe and a description of the process underway to fill the vacancy. Maricopa County must maintain written approval of the waiver request by the Director of the State Workforce Development Board for State monitoring purposes

- F. Positions will be filled in compliance with WIOA and these Bylaws.
- G. Nominees for a vacancy shall meet the same membership requirement as the outgoing member or the criteria needed to fulfill the Board composition requirements of WIOA.

Section 8. Reappointments

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

Section 9. Compensation

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

ARTICLE VII. OFFICERS AND THEIR ELECTION

Section 1. Officers

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

Section 2. Election and Term of Officers

- A. All officers shall be elected for two-year terms by a majority vote of the current membership of the MCWDB.
- B. Elections shall be held at the last regularly scheduled meeting of each Program Year.
- C. The terms of office shall begin on July 1 of each year.
- D. At its option, MCWDB may elect an Immediate Past Chair whose term shall be one (1)

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year.

- E. If a vacancy occurs by other than an expiration of an Officer term, the vacancy shall be filled for the unexpired portion of the term using the process outlined in Section 1 of this Article.

Section 4. Duties of Officers

- A. Chair. The MCWDB Chair shall:
 - 1. Preside over all regular, special, and Executive Committee meetings of the MCWDB;
 - 2. Serve as Chair of the Executive Committee of the MCWDB;
 - 3. Encourage best and broadest participation possible from all Board members;
 - 4. Provide information for the preparation of the agenda for MCWDB meetings;
 - 5. Appoint all committee Chairs and committee members;
 - 6. Work cooperatively with BOS assigned staff to provide information on workforce development in the local area;
 - 7. Review, and/or appoint a MCWDB workgroup;
 - 8. Represent the MCWDB as appropriate; and
 - 9. Assign and delegate such responsibilities as needed.
- B. Vice Chair. The MCWDB Vice Chair shall:
 - 1. In the absence of the MCWDB Chair, perform all the duties of the MCWDB Chair; and
 - 2. Assign and delegate such responsibilities as directed by the MCWDB Chair.
- C. Second Vice Chair. The MCWDB Second Vice Chair shall:
 - 1. In the absence of the MCWDB Chair and MCWDB Vice Chair, perform all duties of the MCWDB Chair; and
 - 2. Assign and delegate such responsibilities as directed by the MCWDB Chair.
- D. Immediate Past Chair. The MCWDB Immediate Past Chair shall:
 - 1. Mentor the Chair in the transition period regarding Board operations.

Section 5. Removal of Officers

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

ARTICLE VIII. COMMITTEES/WORKGROUPS

Section 1. General

- A. The MCWDB has authority to establish committees and workgroups in order to address specific issues and to accomplish strategic goals of the MCWDB.
- B. All committees and workgroups established under the MCWDB shall comply with these bylaws.
- C. The MCWDB Chair may appoint MCWDB members to serve on committees and workgroups.

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

Section 2. Executive Committee

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

Section 3. Standing Committees

- A. The MCWDB shall have at least one Standing Committee, which is the Youth Committee.
- B. To the extent possible, Standing Committees shall be comprised of the required MCWDB representative categories as outlined in WIOA.
 - 1. Each Standing Committee shall be chaired by a member of the MCWDB.
 - 2. Each Standing Committee shall have at least one (1) non-member of the MCWDB.

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- i. This individual must have related knowledge and background as determined by the board chair or the Standing Committee they are appointed.
 - ii. This individual shall be voting members of the Standing Committee they serve.
3. Each Standing Committee shall have a minimum of three (3) MCWDB members appointed to serve on the committee.
- C. All members of Standing Committees shall be appointed by the MCWDB Chair in consultation with the Executive Committee and BOS assigned staff.
- D. The term of each Standing Committee member shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair
- E. The term of the Standing Committee chair shall coincide with the term of the MCWDB Chair or as determined at the discretion of the board chair.

Section 4. Youth Committee

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

Section 5. Other Ad-Hoc Committees

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

Section 6. Workgroups

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

ARTICLE IX. MEETINGS

Section 1. Public Meetings

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

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MCWDB members participating in a telephone conference call or other electronic means shall be clearly identified in the minutes.

- G. The agenda for MCWDB meetings shall be developed by the MCWDB Chair or officer calling the meeting in consultation with MCWDB Executive Director.
- H. The MCWDB Chair or officer calling the meeting shall be responsible for orderly business of meetings and for calling items on the agenda.
- I. Within three (3) business days of any WDB meeting, including its committees and Ad-Hoc committees, the WDB staff shall make available the meeting minutes on the WDB website.

Section 2. Quorum

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

Section 3. Voting

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

Section 4. Attendance

- A. All MCWDB members are expected to attend regularly scheduled meetings.
- B. More than three consecutive absences from regularly scheduled meetings by any member during any 12-month program period (July 1 – June 30) may result in the removal of the member from the MCWDB.
- C. Any four absences from regularly scheduled meetings during a twelve-month period by any member during any 12-month program period (July 1 – June 30) may result in the

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removal of the member from the MCWDB.

- D. Within seven (7) days of notification of attendance policies violation a member may provide a written explanation to MCWDB staff on the reason for the absences.
- E. Exceptions to attendance policies may be made by BOS appointed staff due to special circumstances.

ARTICLE X. CONFLICT OF INTEREST AND ETHICS

Section 1. Conflict of Interest

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

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any supervisory responsibility for the daily activities of its workforce service providers, workforce system partners or contractors. There must be a complete separation between governance functions and operating functions within an organization including different reporting structures.

- I. Notwithstanding the foregoing, MCWDB members, or the organizations to which they belong, may receive services as a customer of Maricopa County Workforce Development or any formal workforce system partner.

Section 2. Ethics

MCWDB shall comply with the Maricopa County Internal Policy on Professional Conduct (HR2421). MCWDB Members who violate this policy may be removed from MCWDB.

ARTICLE XI. CONFLICT RESOLUTION

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

ARTICLE XII. AMENDMENTS

Section 1. Amendments

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





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ARIZONA@WORK Maricopa County website.

ARTICLE XIII. SEVERABILITY

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





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

Contract #: C-95-051-X-01

MOU Start Date: July 1, 2026

MOU Termination Date: June 30, 2029

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

1.0. PURPOSE

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

2.0. AUTHORITY

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

Principles contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) at 2 CFR part 200.

3.0. DEFINITIONS

- 3.1. **Additional One-Stop Partners** means other participant authorized by the WDB and Board which provide employment and training programs administered by the Social Security Administration, including the Ticket to Work and Self-Sufficiency Program established under sec. 1148 of the Social Security Act (42 U.S.C. 1320b–19), employment and training programs carried out by the Small Business Administration, Supplemental Nutrition Assistance Program (SNAP) employment and training programs, authorized under secs. 6(d)(4) and 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4) and 2015(o)), Client Assistance Program authorized under sec. 112 of the Rehabilitation Act of 1973 (29 U.S.C. 732), programs authorized under the National and Community Service Act of 1990 (42 U.S.C. 12501 et seq.), and other appropriate Federal, State, or local programs, including employment, education, and training programs provided by public libraries or in the private sector, programs providing transportation assistance, and programs providing services to individuals with substance abuse or mental health issues.
- 3.2. **ARIZONA@WORK** is the brand of the State and Local workforce development system.
- 3.3. **Arizona Job Connection (AJC)** is the system of record.
- 3.4. **Chief Executive Official (CEO)** means the Maricopa County Board of Supervisors, the chief elected executive officers of Maricopa County Workforce Development Area.
- 3.5. **Executive Committee** means the Chair, Vice Chair, Second Vice Chair and additional members as appointed by the Chair of the Local WDB.
- 3.6. **FERPA** means the Family Educational Rights and Privacy Act and regulations at 34 CFR 99.33 regarding the protection of educational data.
- 3.7. **Local WDB** means MCWDB, the entity accountable for oversight of the following: youth workforce development activities authorized under WIOA section 129(c); adult and dislocated worker employment and training activities under WIOA sections 134(c) and (d); employer engagement; and the One-Stop delivery system in Maricopa County.
- 3.8. **Local Workforce Development Area or Maricopa County Workforce Development Area** means the geographic area including Maricopa County, Arizona excluding the City of Phoenix.
- 3.9. **One-Stop Delivery System** means the workforce development, educational, and other human resource services joined in a seamless customer-focused service delivery network that enhances access to the programs' services and improves long-term employment outcomes for individuals receiving assistance. One-stop Partners administer separately funded programs as a set of integrated streamlined services to customers.
- 3.10. **One Stop Centers** means the Job Centers currently located at:
 - 3.10.1. 1001 W. Southern Ave., Suite 101 Mesa, AZ 85210
 - 3.10.2. 4425 W. Olive Ave., Suites 190 & 200, Glendale AZ 85302.

- 3.10.3. The location of the One Stop Centers is not a material issue and may be subject to change due to leasing, financial, or other issues.
- 3.11. **Personally Identifiable Information or PII** means information that can be used to distinguish or trace an individuals identify, either alone or when combined with other personal or identifying information that is linked or linkable to a specific individual
- 3.12. **Vocational Rehabilitation or VR** means the program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C.720 et seq.), as amended by WIOA title IV;
- 3.13. **Required One-Stop Partners** includes, but is not limited to the following programs under the Department of Labor; the Department of Education; the Department of Housing and Urban Development and the Department of Health and Human Services:
- 3.13.1. Department of Labor
- 3.13.1.1. WIOA title I programs: Adult, Dislocated Worker, and Youth formula programs;
- 3.13.1.2. Job Corps;
- 3.13.1.3. Youth Build;
- 3.13.1.4. Native American programs;
- 3.13.1.5. Migrant Seasonal Farmworkers (MSFW) that includes the National Farmworker Jobs Program (NFJP);
- 3.13.1.6. Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III, including the statewide Business Service Team;
- 3.13.1.7. Senior Community Service Employment Program (SCSEP) authorized under title V of the Older Americans Act of 1965;
- 3.13.1.8. Trade Adjustment Assistance (TAA) activities authorized under chapter 2 of title II of the Trade Act of 1974;
- 3.13.1.9. Unemployment Compensation (UC) programs;
- 3.13.1.10. Jobs for Veterans State Grants (JVSG) programs authorized under chapter 41 of title 38, U.S.C.;
- 3.13.1.11. Reentry Employment Opportunities (REO) programs (formerly known as Reintegration of Ex-Offenders Program (RExO)) authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169;
- 3.13.1.12. The State Vocational Rehabilitation (VR) Services program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C.720 et seq.), as amended by WIOA title IV;
- 3.13.2. Department of Education
- 3.13.2.1. Adult Education and Family Literacy Act (AEFLA) program, authorized under WIOA title II;
- 3.13.3. Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins);

- 3.13.4. The State Vocational Rehabilitation (VR) Services program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C.720 et seq.), as amended by WIOA title IV;
- 3.13.5. Department of Housing and Urban Development
 - 3.13.5.1. Employment and training programs;
- 3.13.6. Department of Health and Human Services
 - 3.13.6.1. Employment and training activities carried out under the Community Services Block Grant (CSBG) programs (42 U.S.C. 9901 et seq.); and
 - 3.13.6.2. Temporary Assistance for Needy Families (TANF) program authorized under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under 20 CFR 678.405(b).
- 3.14. **Unemployment Insurance or “UI”** means the Federal-State unemployment compensation (UC) program, created by the Social Security Act (SSA) of 1935, offers the first economic line of defense against the effects of unemployment.
- 3.15. **Workforce Innovation & Opportunity Act Partners or Partners** means:
 - 3.15.1. Maricopa County Human Service Department an administrator of the Title I.B Programs in the Local WDB;
 - 3.15.2. Maricopa County Adult Education Providers who administer Title II Programs;
 - 3.15.3. Department of Economic Security which administers Title III Programs under the Wagner-Peyser Act and Vocational Rehabilitation programs under Title IV; and
 - 3.15.4. Such other required or additional entities, as may become Partners to this MOU, as service delivery is established in the Local Workforce Area and at the discretion of the Local Board.

4.0. **TERM**

The term of this MOU is July 1, 2026, through June 30, 2029, unless terminated earlier as described herein. This MOU will become effective upon execution of the parties. This agreement will be reviewed and renewed not less than once every three (3)-year period.

5.0. **RECONCILIATION OF INFRASTRUCTURE FUNDING AGREEMENT**

- 5.1. The Partners shall review the MOU and Infrastructure Funding Agreement (IFA) semi-annually. Any agreed upon changes that require reconciliation will be provided to the MCWDB staff and the MC Fiscal Agent.
- 5.2. The MOU and the Infrastructure Funding Agreement (IFA) will be reviewed at minimum on a semi-annual basis by the MCWDB staff and the MC Fiscal Agent. The review will include the validation of budgeted costs, and a subsequent adjustment based upon actual data. If all actual costs are not reconciled prior to the new program year (July 1st), an additional reconciliation for the prior program year will occur no later than December 31st.

6.0. AMENDMENT

- 6.1. The Parties may amend this MOU by written agreement. Any signatory of this document may submit a 120-days' notice of intent to amend, modify or terminate this MOU except as otherwise provided in paragraph 7.0. Such requests shall be submitted in writing to the MCWDB Executive Director and are subject to the review and approval by the Partners.
- 6.2. If a one-stop partner appeals to DES regarding infrastructure costs which results in a change to the one-stop partner's infrastructure cost contributions, the MOU must be updated to reflect the final one-stop partner infrastructure cost contributions (.).

7.0. TERMINATION

- 7.1. This MOU may be terminated if:
 - 7.1.1. All parties mutually agree to terminate this MOU prior to the end date.
 - 7.1.2. Federal oversight agencies charged with the administration of WIOA are unable to appropriate funds or if funds are not otherwise made available for continued performance for any fiscal period of this MOU succeeding the first fiscal period. Any party unable to perform pursuant to MOU due to lack of funding shall notify the other Parties as soon as the party has knowledge that funds may be unavailable for the continuation of activities under this MOU.
 - 7.1.3. WIOA is repealed or superseded by a subsequent federal law.
 - 7.1.4. Local area designation is changed under WIOA.
 - 7.1.5. A party breaches any provision of this MOU and such breach is not cured within thirty (30) days after receiving written notice from the Local WDB specifying such breach in reasonable detail. In such event, the non-breaching party(s) shall have the right to terminate this MOU by giving written notice thereof to the party in breach, upon which termination will go into effect immediately.
- 7.2. In the event of termination for breach, the Parties to the MOU must convene within thirty (30) days after the breach of the MOU to discuss the formation of the successor MOU. At that time, allocated costs must be addressed.

8.0. SHARED RESPONSIBILITIES

Partners shall:

- 8.1. At a minimum, the Partners will make available, as applicable to their programs, and consistent with and coordinated via the One Stop Delivery System the services more specifically identified in Attachment B. Additional services may be provided on a case-by-case basis and with the approval of the Local WDB and the Chief Executive Officials.
- 8.2. Participate and meet semi-annually to ensure compliance with the terms of the MOU.
- 8.3. Ensure Universal Access to One Stop Centers: All customers, including those with barriers to employment, will have access to services at each One-Stop Center, designed to provide information to make career and labor market decisions. Methods to ensure that the needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities and those working toward

- earning secondary diplomas, are addressed in providing access to services, including access to technology and materials that are available through the one-stop delivery system.
- 8.4. Comply with the One-Stop System Approach: All customers may explore work readiness preparation, foundational education, and career development services, while having access to information on a range of employment, training, and occupational programs. Services will be made available through the One-Stop Centers, WIOA Partner programs, or technology-based services. Access to technology will be further developed.
 - 8.5. Respect the Individual Choice of Customers and Clients seeking assistance: Customers will be provided with information and have access to career, skill, employment, education, and training information to enhance employment opportunities, based on individual needs, and build on the advice and coaching provided by One-Stop Center staff and Partners.
 - 8.6. Work to Strengthen Regional Workplace Skills and Economic Development: The ARIZONA@WORK System, working in partnership with Economic Development entities, strengthens the regional area workplace skills and enhances the economic development of the area.
 - 8.7. Operate Effectively: All Customers will have access to an efficient and comprehensive system that enhances the participation of employers and job seekers' served through the system, and does not duplicate services, as well as keep the employer well informed with current labor market information
 - 8.8. Comply with:
 - 8.8.1. Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule, published December 2, 2016),
 - 8.8.2. Title VI of the Civil Rights Act of 1964 (Public Law 88-352),
 - 8.8.3. Section 504 of the Rehabilitation Act of 1973, as amended,
 - 8.8.4. The Americans with Disabilities Act of 1990 (Public Law 101-336),
 - 8.8.5. The Jobs for Veterans Act (Public Law 107-288) pertaining to priority of service in programs funded by the U.S. Department of Labor,
 - 8.8.6. Training and Employment Guidance Letter (TEGL) 37-14, Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System and other guidance related to implementing WIOA sec. 188,
 - 8.8.7. The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR part 99),
 - 8.8.8. Confidentiality requirements governing the protection and use of personal information held by the VR agency (34 CFR 361.38),
 - 8.8.9. The confidentiality requirements governing the use of confidential information held by the State UI agency (20 CFR part 603),
 - 8.8.10. all amendments to each, and
 - 8.8.11. all requirements imposed by the regulations issued pursuant to these acts.
 - 8.9. Collaborate and reasonably assist each other in the development of necessary service delivery protocols for the services outlined in the Partner Services section above,

- 8.10. Agree that the provisions contained herein are made subject to all applicable federal and state laws, implementing regulations, and guidelines imposed on either or all Parties relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers, and
- 8.11. Agree that all equipment and furniture purchased by any party for purposes described herein shall remain the property of the purchaser after the termination of this MOU.
- 8.12. The Local WDB, or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure that:
 - 8.12.1. Federal awards are used for authorized purposes in compliance with law, regulations, and State policies,
 - 8.12.2. Those laws, regulations, and policies are enforced properly,
 - 8.12.3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness,
 - 8.12.4. Outcomes are assessed and analyzed periodically to ensure that performance goals are met,
 - 8.12.5. Appropriate procedures and internal controls are maintained, and record retention policies are followed, and
 - 8.12.6. All MOU terms and conditions are fulfilled.
- 8.13. All Parties to this MOU should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

9.0. RESPONSIBILITIES OF THE BOARD AS CHIEF OPERATING OFFICIALS

- 9.1. In Partnership with the Local WDB and other applicable Partners within the planning region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by all Local WDBs and their Partners, and that incorporates plans for each of the Local areas in the planning region,
- 9.2. Approve the Local WDB budget and workforce center cost allocation plan,
- 9.3. Approve the selection of the one-stop operator following the competitive procurement process, and
- 9.4. Coordinate with the Local WDB to oversee the operations of the Local WDA One Stop Centers.

10.0. RESPONSIBILITIES OF THE LOCAL WDB

The Local WDB ensures the workforce-related needs of employers, workers, and job seekers in the Local WDA and/or the region are met, to the maximum extent possible with available resources. The Local WDB will, at a minimum:

- 10.1. In Partnership with the Chair, the Board and other applicable Partners within the Local WDA, develop and submit a Local WDA plan that includes a description of the activities that shall be undertaken by the Local WDB and its Partners, and that aligns its strategic vision, goals, objectives, and workforce-related policies to the regional plan and economy,

- 10.2. In Partnership with the CEO and other applicable Partners within the planning region, develop and submit a single regional plan that includes a description of the activities that shall be undertaken by all Local WDBs and their Partners, and that incorporates plans for each of the Local areas in the planning region,
- 10.3. In collaboration and Partnership with the CEO and other applicable Partners within the planning region, develop the strategic regional vision, goals, objectives, and workforce-related policies,
- 10.4. In cooperation with the Local CEO and the other Local WDBs within the regional area, design and approve the American Job Center network structure. This includes, but is not limited to:
 - 10.4.1. Adequate, sufficient, and accessible one-stop center locations and facilities,
 - 10.4.2. Sufficient numbers and types of providers of career and training services (including eligible providers with expertise in assisting individuals with disabilities and eligible providers with expertise in assisting adults in need of adult education and literacy activities),
 - 10.4.3. A holistic system of supporting services, and
 - 10.4.4. One or more competitively procured one-stop operators.
- 10.5. In collaboration with the CEO, designate through a competitive process, oversee, monitor, implement corrective action, and, if applicable, terminate the one-stop operator(s),
 - 10.5.1. Determine the role and day-to-day duties of the one-stop operator,
 - 10.5.2. Approve annual budget allocations for operation of the American Job Center network,
 - 10.5.3. Help the one-stop operator recruit operational Partners and negotiate MOUs with new Partners,
 - 10.5.4. Leverage additional funding for the American Job Center network to operate and expand one-stop customer activities and resources, and
 - 10.5.5. Review and evaluate performance of the Local WDA and one-stop operator.

11.0. RESPONSIBILITIES OF THE LOCAL WDB STAFF

Local WDB Staff shall:

- 11.1. Assist the CEO and the Local WDB with the development and submission of a single regional plan,
- 11.2. Support the Local WDB with the implementation and execution of the regional vision, goals, objectives, and workforce-related policies, including all duties outlined above,
- 11.3. Provide operational and grant-specific guidance to the one-stop operator,
- 11.4. Investigate and resolve elevated customer complaints and grievance issues,
- 11.5. Prepare regular reports and recommendations to the Local WDB, and
- 11.6. Oversee negotiations and maintenance of MOUs with one-stop Partners.

12.0. RESPONSIBILITIES OF PARTNERS

Each Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

- 12.1. Partners will further promote system integration to the maximum extent feasible through:
 - 12.1.1. Effective communication, information sharing, and collaboration with the one-stop operator,
 - 12.1.2. Joint planning, policy development, and system design processes,
 - 12.1.3. Commitment to the joint mission, vision, goals, strategies, and performance measures,
- 12.2. The design and use of common intake, assessment, referral, and case management processes,
- 12.3. The use of common and/or linked data management systems and data sharing methods, as appropriate,
- 12.4. Leveraging of resources, including other public agency and non-profit organization services,
- 12.5. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
- 12.6. Participation in regularly scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

13.0. OPERATING COSTS AND PROPORTIONATE USE AND RELATIVE BENEFIT FOR ALLOCATION OF COSTS

- 13.1. Both the Infrastructure and Shared Services Costs for Career Services are funded through the partners according to the attached IFA.
- 13.2. The Maricopa County Local Workforce Development Area selected four different allocation bases (as outlined in the attached IFA) to determine overall Partner Contributions. This was done 1) to remedy the imbalance of non-physically represented Partners, and 2) to comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the one-stop centers and relative benefit received.
- 13.3. When data is available to further determine the benefit of ARIZONA@WORK job centers to non-co-located partners, the infrastructure cost sharing agreement will be updated and renegotiated to include that proportionate share of contributions.

14.0. DATA SHARING

- 14.1. Partners agree that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.
- 14.2. Partners further agree that the collection, use, and disclosure of Customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partners acknowledge that the execution of this MOU, by itself, does not function to satisfy all of these requirements.
- 14.3. All data, including customer PII, collected, used, and disclosed by Partners will be subject to the following:

- 14.3.1. Customer PII will be properly secured in accordance with the Local WDB's policies and procedures regarding the safeguarding of PII.
- 14.3.2. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
- 14.3.3. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
- 14.3.4. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
- 14.3.5. Customer data may be shared with other programs, for those programs' purposes, within the American Job Center network only after the informed written consent of the individual has been obtained, where required.
- 14.3.6. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
- 14.3.7. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).
- 14.4. All one-stop center and Partner staff will be trained in the protection, use, and disclosure requirements governing PII and any other confidential data for all applicable programs, including FERPA-protected education records, confidential information in UI records, and personal information in VR records.

15.0. CONFIDENTIALITY

- 15.1. All Parties expressly agree to abide by all applicable Federal, State, and local laws and regulations regarding confidential information, including PII from educational records, such as but not limited to 20 CFR Part 603, 45 CFR Section 205.50, 20 USC 1232g and 34 CFR part 99, and 34 CFR 361.38, as well as any applicable State and local laws and regulations. In addition, in carrying out their respective responsibilities, each Party shall respect and abide by the confidentiality policies and legal requirements of all of the other Parties.
- 15.2. Each Party will ensure that the collection and use of any information, systems, or records that contain PII and other personal or confidential information will be limited to purposes that support the programs and activities described in this MOU and will comply with applicable law.
- 15.3. Each Party will ensure that access to software systems and files under its control that contain PII or other personal or confidential information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities described herein and will comply with applicable law. Each Party expressly agrees to take measures to ensure that no PII or other personal or confidential information is accessible by unauthorized individuals.
- 15.4. To the extent that confidential, private, or otherwise protected information needs to be shared amongst the Parties for the Parties' performance of their obligations under this MOU, and to the extent that such sharing is permitted by applicable law, the appropriate data sharing agreements will be created and required confidentiality and ethical certifications will be signed by authorized individuals. With respect to confidential unemployment insurance information, any such data sharing must

comply with all of the requirements in 20 CFR Part 603, including but not limited to requirements for an agreement consistent with 20 CFR 603.10, payments of costs, and permissible disclosures.

- 15.5. With respect to the use and disclosure of FERPA-protected customer education records and the PII contained therein, any such data sharing agreement must comply with all of the requirements set forth in 20 U.S.C. § 1232g and 34 CFR Part 99.
- 15.6. With respect to the use and disclosure of personal information contained in VR records, any such data sharing agreement must comply with all of the requirements set forth in 34 CFR 361.38.

16.0. REFERRALS

- 16.1. The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. In order to facilitate such a system, Partners agree to:
 - 16.2. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners' programs represented in the Local WDA One Stop Center network,
 - 16.3. Develop materials summarizing their program requirements and making them available for Partners and customers,
 - 16.4. Develop and utilize common intake, eligibility determination, assessment, and registration forms,
 - 16.5. Provide substantive referrals – in accordance with the Local WDA Referral Policy to customers who are eligible for supplemental and complementary services and benefits under partner programs,
 - 16.6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys,
 - 16.7. Commit to robust and ongoing communication required for an effective referral process, and
 - 16.8. Commit to actively follow up on the results of referrals and assuring that Partner resources are being leveraged at an optimal level.

17.0. ACCESSIBILITY

- 17.1. Accessibility to the services provided by the One Stop Centers and all Partner agencies is essential to meeting the requirements and goals of the Once Stop Center. Job seekers and businesses must be able to access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law.
 - 17.1.1. One-stop centers will maintain a culture of inclusiveness and the physical characteristics of the facility, both indoor and outdoor, will meet the latest standards of accessible design. Services will be available in a convenient, high traffic, and accessible location, taking into account reasonable distance from public transportation and adequate parking (including parking clearly marked for individuals with disabilities). Indoor space will be designed in

an “equal and meaningful” manner providing access for individuals with disabilities.

- 17.1.2. The Local WDB will work with the Arizona State Workforce Development Board (State WDB) to ensure that job seekers and businesses have access to the same information online as they do in a physical facility. Information must be clearly marked and compliant with Section 508 of the U.S. Department of Health and Human Services code. Partners will comply with the Plain Writing Act of 2010; the law that requires that federal agencies use "clear Government communication that the public can understand and use" and all information kept virtually will be updated regularly to ensure dissemination of correct information.
- 17.1.3. Partners will either have their own web presence via a website and/or the use of social media or work out a separate agreement with the Local WDB to post content through its website.
- 17.1.4. Communications access, for purposes of this MOU, means that individuals with sensory disabilities can communicate (and be communicated with) on an equal footing with those who do not have such disabilities. All Partners agree that they will provide accommodations for individuals who have communication challenges, including but not limited to individuals who are deaf and hard of hearing, individuals with vision impairments, and individuals with speech-language impairments.
- 17.1.5. All Partners agree that they will not discriminate in their employment practices or services on the basis of gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran’s status, or on the basis of any other classification protected under state or federal law. Partners must assure that they have policies and procedures in place to address these issues, and policies and procedures have been disseminated to their employees and otherwise posted as required by law. Partners further assure that they are currently in compliance with all applicable state and federal laws and regulations regarding these issues. All Partners will cooperate with compliance monitoring that is conducted at the Local level to ensure that all One Stop Center programs, services, technology, and materials are physically and programmatically accessible and available to all. Additionally, staff members will be trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level. An interpreter will be provided in real time or, if not available, within a reasonable timeframe to any customer with a language barrier. Assistive devices, such as screen-reading software programs (e.g., JAWS and DRAGON) and assistive listening devices must be available to ensure physical and programmatic accessibility within the One Stop Center network.

18.0. OUTREACH

The Local WDB and its Partners will develop and implement a strategic outreach plan that will include, at a minimum:

- 18.1. Specific steps to be taken by each partner,

- 18.2. An outreach plan to the region’s human resources professionals,
- 18.3. An outreach and recruitment plan to the region’s job seekers, including targeted efforts for populations most at-risk or most in need,
- 18.4. An outreach and recruitment plan for out-of-school youth,
- 18.5. Sector strategies and career pathways,
- 18.6. Connections to registered apprenticeship,
- 18.7. A plan for messaging to internal audiences,
- 18.8. An outreach tool kit for Partners,
- 18.9. Regular use of social media,
- 18.10. Clear objectives and expected outcomes, and
- 18.11. Leveraging of any statewide outreach materials relevant to the region.

19.0. DISSOLUTION RESOLUTION

- 19.1. It is expected that Partners will participate in decision-making by consensus. Partners will first meet to seek resolution if consensus cannot be reached. If the matter cannot be resolved, the parties to the issue shall summarize the issue in writing and submit it to the MCWDB Executive Committee for mediation. All impacted MCWDB Executive Committee members must recuse themselves if they are a party to the conflict. If recusals result in lack of quorum for the MCWDB Executive Committee, the remaining members of the MCWDB Executive Committee will select a standing MCWDB member to meet quorum and fulfill the role for purposes of mediation. All decisions will be made within a period of 10 business days and provided to the conflicted parties in writing. Where resolution cannot be reached, the MCWDB will seek technical assistance from the AZ Department of Economic Security.

20.0. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

- 20.1. All Parties to this MOU certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of: (i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin; (ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or (iii) the physical or mental disability of a qualified individual with a disability.
- 20.2. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C. 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights of 1964, as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

21.0. INDEMNIFICATION

All Parties to this MOU recognize the Partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this MOU shall be responsible for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non-State, for the consequences of any act or omission of any third party. The Parties acknowledge the Local WDB has no responsibility and/or liability for any actions of the one-stop center employees, agents, and/or assignees. Likewise, the other Parties have no responsibility and/or liability for any actions of the Local WDB or the one-stop operator.

22.0. INSURANCE

22.1. The Parties shall procure and maintain the insurance requirements herein until all of their obligations have been discharged and any warranty periods under this MOU are satisfied, including insurance for claims for bodily injury to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Party, its agents, representatives, employees.

22.2. The insurance requirements herein are minimum requirements for this MOU and in no way limit the indemnity covenants contained in this MOU. The County and State of Arizona in no way warrant that the minimum limits contained herein are sufficient to protect the MOU or from liabilities that might arise out of the performance of the work under this MOU by the Party, his agents, representatives, employees or subcontractors, and the Party and any subcontractors are free to purchase additional insurance.

22.3. **MINIMUM SCOPE AND LIMITS OF INSURANCE:** The Party shall provide coverage with limits of liability not less than those stated below.

22.3.1. Commercial General Liability – Occurrence Form

Policy shall include bodily injury, property damage, personal and advertising injury liability and broad form contractual liability.

General Aggregate	\$2,000,000
Blanket Contractual Liability – Written	\$1,000,000
Fire Legal Liability	\$ 50,000
Each Occurrence	\$1,000,000
Sexual Abuse/Molestation	\$1,000,000

The policy shall be endorsed to include coverage for sexual abuse and molestation.

22.3.2. The policy shall be endorsed to include the following as additional insured:
“Maricopa County and the State of Arizona, their departments, agencies, boards, commissions, and their officers, officials, agents, and employees

shall be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Party".

22.3.3. Policy shall contain a waiver of subrogation against Maricopa County, the State of Arizona and their departments, agencies, boards, commissions, and their officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Party.

22.3.4. This requirement may be satisfied with a policy combining General and Excess/Umbrella Liability, provided that the General Liability section of the policy is written on an occurrence basis and includes coverage for contractual liability.

22.3.5. Business Automobile Liability

Bodily Injury and Property Damage for any owned, hired, and/or non-owned vehicles used in the performance of this MOU.

Combined Single Limit (CSL) \$1,000,000

The policy shall be endorsed to include the following as additional insured: *“Maricopa County and the State of Arizona, their departments, agencies, boards, commissions, and their officers, officials, agents, and employees shall be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Party, involving automobiles owned, leased, hired or borrowed by the Party”.*

Policy shall contain a waiver of subrogation against Maricopa County and the State of Arizona, their departments, agencies, boards, commissions, and their officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Party.

This paragraph, Business Automobile Liability, shall not be applicable in the event Party does not utilize a vehicle in any manner in the performance of this MOU or if the utilization is used only for commuting purposes. In the event the Party subsequently utilizes the vehicle in the performance of the MOU or utilizes it for other than commuting purposes, this paragraph, Business Automobile Liability, shall be fully applicable, effective the date the utilization is changed.

22.3.6. Worker's Compensation and Employers' Liability

Workers' Compensation Statutory

Employers' Liability

Each Accident	\$500,000
Disease – Each Employee	\$500,000
Disease – Policy Limit	\$1,000,000

Policy shall contain a waiver of subrogation against Maricopa County and the State of Arizona, their departments, agencies, boards, commissions, and their officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Party.

22.3.7. Professional Liability (Errors and Omissions Liability)

Each Claim	\$1,000,000
Annual Aggregate	\$2,000,000
Sexual Abuse/Molestation	\$1,000,000

22.3.8. In the event that the professional liability insurance required by this MOU is written on a claims-made basis, the Party warrants that any retroactive date under the policy shall precede the effective date of this MOU; and that either continuous coverage will be maintained, or an extended discovery period will be exercised for a period of two (2) years beginning at the time work under this MOU is completed.

22.3.9. The policy shall cover wrongful acts, errors and omissions committed by the Party or its employees while performing professional services under this MOU.

22.4. ADDITIONAL INSURANCE REQUIREMENTS: The policies, except Worker’s Compensation and Professional Liability insurance, are to contain, or be endorsed to contain, the following provisions:

22.4.1. Maricopa County, the State of Arizona, and their respective departments, agencies, boards, commissions, and their respective officers, officials, agents, and employees and the Party if subcontractor(s) is/are used shall be additional insureds to the full limits of liability purchased by the Party or any subcontractor(s), even if those limits of liability are in excess of those required by the MOU.

22.4.2. The Party’s and its subcontractors’ insurance coverage shall be primary insurance with respect to all other available sources.

22.4.3. The Party’s and its subcontractors’ insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer’s liability. Coverage provided by the subcontractors shall not limit their liability assumed under the indemnification provisions of their contracts with the Party.

22.5. NOTICE OF CANCELLATION: With the exception of (10) days prior written notice of cancellation for non-payment of premium, the insurance policies required above, except for the professional liability policy, shall contain a provision that (30)

days prior written notice of cancellation or non-renewal shall be sent by insurers to Maricopa County. Such notice shall be sent directly to the certificate holder on file.

- 22.6. **ACCEPTABILITY OF INSURERS:** Insurance is to be placed with duly licensed or approved non-admitted insurers in the State of Arizona with an “A.M. Best” rating of not less than A VII. The County in no way warrants that the above-required minimum insurer rating is sufficient to protect the Party from potential insurer insolvency.
- 22.6.1. If the social services program utilizes the Social Service Contractors Indemnity Pool (SSCIP) or other approved insurance pool for insurance coverage, SSCIP or the other approved insurance pool is exempt from the A.M. Best’s rating requirement listed in this MOU. If the Party or its Subcontractor chooses to use SSCIP or another approved insurance pool as its insurance provider, the MOU or Party’s Subcontract would be considered in full compliance with insurance requirements relating to the A.M. Best rating requirements.
- 22.6.2. Party or subcontractors submitting Certificates of Insurance identifying SSCIP, AMRRP, or another approved insurance pool will be considered as meeting the insurance requirements including those related to sexual abuse and molestation.
- 22.7. **VERIFICATION OF COVERAGE:** Party shall furnish the County with certificates of insurance (ACORD form or equivalent approved by the County) as required by this MOU. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf.
- 22.7.1. All certificates and required endorsements are to be received and approved by Maricopa County before work commences. Each insurance policy required by this MOU must be in effect at or prior to commencement of work under this MOU and remain in effect for the duration of the MOU’s term. Failure to maintain the insurance policies as required by this MOU, or to provide evidence of renewal, is a material breach of contract.
- 22.7.2. All certificates required by this MOU shall be sent directly to Office of Procurement Services and MCWDB (Attn: Executive Director), 234 N. Central Avenue, Ste. 3000, Phoenix, AZ 85004. The County’s Contract number is to be noted on the certificate of insurance. The County reserves the right to require complete, copies of any affected insurance policies required by this MOU in the event of a claim occurring.
- 22.8. **APPROVAL:** Any modification or variation of these Insurance Requirements under this MOU must have prior approval from the Office of Procurement Services, whose decision shall be final.
- 22.9. **EXCEPTIONS:** The Insurance Requirements do not apply to Parties which are public entities. A public entity for the purposes of this MOU means the State or a political subdivision of the State which is self-insured via a risk pool. Public entities shall provide a certificate of self-insurance at the request of the County.

23.0. BACKGROUND CHECKS FOR EMPLOYMENT THROUGH CENTRAL REGISTRY:

- 23.1. The provisions of A.R.S. § 8-804 (as may be amended) are hereby incorporated in its entirety as provisions of this MOU.
- 23.2. The Party shall conduct Central Registry Background Checks on all employees. The information contained in the Central Registry will be used as a factor to determine qualifications for positions that provide direct service to juveniles, children or vulnerable adults as follows:
- 23.3. Any person, their employees or volunteers who apply for a MOU with MCHSD; or
 - 23.3.1. All employees of the Party; or
 - 23.3.2. A subcontractor of the Party and the subcontractor's employees; and
 - 23.3.3. Prospective employees of the Party or its subcontractor at the request of the prospective employer.
 - 23.3.4. Volunteers who provide direct services to children or vulnerable adults shall have a Central Registry Background Check which is to be used as a factor to determine qualifications for volunteer positions.
 - 23.3.5. A person who is disqualified because of a Central Registry Background Check may apply to the Board of Fingerprinting for a Central Registry exception pursuant to A.R.S. § 41-619.57. A person who is granted a Central Registry exception pursuant to A.R.S. § 41-619.57 is not entitled to a contract, employment, licensure, certification or other benefit because the person has been granted a Central Registry exception.
 - 23.3.6. Before being employed or volunteering in a position that provides direct services to children or vulnerable adults under this MOU, persons shall certify on forms provided by ADES whether an allegation of abuse or neglect was made against them and was substantiated. The completed forms are to be maintained as confidential.
 - 23.3.7. A person awaiting receipt of the Central Registry Background Check may not provide direct services to clients.
 - 23.3.8. If the Central Registry Background Check specifies any disqualifying act and the person does not have a Central Registry exception, the person shall be prohibited from providing direct services under this MOU.
 - 23.3.9. The Party shall maintain the Central Registry Background Check results and any related forms or documents in a confidential file for five (5) years after termination of the MOU.
 - 23.3.10. Upon request the Party shall make available and provide valid Background Check information to the County.

24.0. FINGERPRINTING

- 24.1. The Party shall comply with the Provisions of A.R.S. § 46-141 as may be amended.

- 24.2. The Party shall comply with, and shall ensure that all Party's employees, independent contractor, subcontractors, volunteers and other agents comply with, all applicable (current and future) legal requirements relating to fingerprinting, fingerprinting clearance cards, certification regarding pending or past criminal matters, and criminal records checks that relate to MOU performance.
- 24.3. Applicable legal requirements relating to fingerprinting, certification, and criminal background checks may include, but not limited, to the following: A.R.S. §§ 36-594.01, 36-3008, 41-1964, and 46-141. All applicable legal requirements relating to fingerprinting, fingerprint clearance cards, certification regarding pending or past criminal matters, and criminal records checks are hereby incorporated in their entirety as provisions of this MOU. The Party is responsible for knowing which legal requirements relating to fingerprinting, fingerprint clearance cards, certifications regarding pending or past criminal matters, and criminal records checks relate to MOU performance.
- 24.4. To the extent A.R.S. §§ 46-141 is applicable to MOU performance or the services provided under this MOU, the following provisions apply:
- 24.4.1. Personnel who are employed by the Party, whether paid or not, and who are required or allowed to provide services directly to juveniles or vulnerable adults shall have a valid fingerprint clearance card or shall apply for a fingerprint clearance card within (7) seven working days of employment.
- 24.4.2. Except as provided in A.R.S. § 46-141, this MOU may be cancelled or terminated immediately if a person employed by the Party and who has contact with juveniles certifies pursuant to the provisions of A.R.S § 46-141 (as may be amended) that the person is awaiting trial or has been convicted of any of the offenses listed therein in the State, or of acts committed in another state that would be offenses in this State, or if the person does not possess or is denied issuance of a valid fingerprint clearance card.
- 24.4.3. Upon request the Party shall make available valid Fingerprinting information to the County.

25.0. VERIFICATION REGARDING COMPLIANCE WITH ARIZONA REVISED STATUTES §41-4401 AND FEDERAL IMMIGRATION LAWS AND REGULATIONS

- 25.1. By entering into the MOU, the Parties warrants compliance with the Immigration and Nationality Act (INA using e-verify) and all other federal immigration laws and regulations related to the immigration status of its employees and A.R.S. §23-214(A). Each Party shall obtain statements from its subcontractors certifying compliance and shall furnish the statements to the Procurement Officer upon request. These warranties shall remain in effect through the term of the MOU. Each Party and its subcontractors shall also maintain Employment Eligibility Verification forms (I-9) as required by the

Immigration Reform and Control Act of 1986, as amended from time to time, for all employees performing work under the MOU and verify employee compliance using the E-verify system and shall keep a record of the verification for the duration of the employee's employment or at least three years, whichever is longer. I-9 forms are available for download at USCIS.GOV.

25.1.1. The County retains the legal right to inspect the other Party and subcontractor employee documents performing work under this MOU to verify compliance with paragraph 25.1.1 of this Section. The other Party and subcontractor shall be given reasonable notice of the County's intent to inspect and shall make the documents available at the time and date specified. Should the County suspect or find that the other Party or any of its subcontractors are not in compliance, the County will consider this a material breach of the MOU and may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the MOU for default, and suspension and/or debarment of the other Party. All costs necessary to verify compliance are the responsibility of the Party.

26.0. SEVERABILITY

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

27.0. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this MOU certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C. 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statute. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

28.0. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.O.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

29.0. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29 C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

30.0. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec. 4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient individuals, and English language learners, including leveraging Local Veterans Employment Representatives (LVER) to advocate for employers hiring veterans.

31.0. BUY AMERICAN PROVISION

Each Party that receives funds made available under title I or II of WIOA or under the Wagner-Peyser Act (29 U.S.C. Section 49, et. seq.) certifies that it will comply with Sections 8301 through 8303 of title 41 of the United States Code (commonly known as the “Buy American Act.”) and as referenced in WIOA Section 502 and 20 CFR 683.200(f).

32.0. SALARY COMPENSATION AND BONUS LIMITATIONS

Each Party certifies that, when operating grants funded by the U.S. Department of Labor, it complies with TEGL 05-06, Implementing the Salary and Bonus Limitations in Public Law 109-234, TEGL 17-15, Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker and Youth Activities Program Allotments for Program Year (PY) 2016; Final PY 2016 Allotments for the Wagner-Peyser Act Employment Service (ES) Program Allotments; and Workforce Information Grants to States Allotments for PY 2016, Public Laws 114-113 (Division H, title I, Section 105) and 114-223, and WIOA section 194(15)(A), restricting the use of federal grant funds for compensation and bonuses of an individual, whether charged to either direct or indirect, at a rate in excess of the Federal Office of Personnel Management Executive Level II.

33.0. NON-ASSIGNMENT

Except as otherwise indicated herein, no Party may, during the term of this MOU or any renewals or extensions of this MOU, assign or subcontract all or any part of the MOU without prior written consent of all other Parties.

34.0. GOVERNING LAW

This MOU will be construed, interpreted, and enforced according to the laws of the State of Arizona. All Parties shall comply with all applicable Federal and State laws and regulations, and Local laws to the extent that they are not in conflict with State or Federal requirements.

35.0. ENTIRE MOU, MODIFICATION, ASSIGNMENT AND COUNTERPARTS.

This MOU constitutes the entire understanding between the Parties and supersedes all prior written or oral proposals or MOUs pertaining to the subject matter herein. No modification of this MOU will be effective unless made in writing and executed by duly authorized representatives of each Party. This MOU may be executed in multiple counterparts, each

of which shall be deemed as original, but all of which, when taken together, shall constitute one and the same instrument.

36.0. NOTICES

All notices to a Party (each a “Notice”) will be in writing, will refer specifically to this MOU and will be hand delivered or sent by express courier service, costs prepaid to the respective address specified below (or to such other address as may be specified by Notice to the other Party):

If to the Local WDB to: Executive Director
 Maricopa County Workforce Development Board
 At the Address listed in IFA Attachment A

If to the Board to: Maricopa County Board of Supervisors
 At the Address listed in IFA Attachment A

If to a Partner to: The name and address listed on the Attachment A.

Such Notice will be deemed to be duly provided when received if sent by courier service or when delivered if transmitted by hand delivery.

37.0. SURVIVAL.

The provisions of this MOU, which by their very nature would continue beyond termination, or expiration of this MOU, will continue as valid and enforceable rights and obligations of the Parties and survive termination or expiration of this MOU.

(Remainder of page intentionally left blank, signatures to follow on the next page)

By signing below, I certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature also certifies my understating of the terms outlined herein and agreement with this MOU and I certify that I have the legal authority to bind my agency (outlined below) to the terms of this MOU.

CEO: Maricopa County Board of Supervisors

Printed Name

Title

**Kate Brophy McGee, Chief Lead Elected
Official
Maricopa County Board of Supervisors**

Date

Attested to:

Approved as to Form:

Juanita Garza

Date

Deputy County Attorney

Date

By signing below, I certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature also certifies my understating of the terms outlined herein and agreement with this MOU and I certify that I have the legal authority to bind my agency (outlined below) to the terms of this MOU.

Maricopa County Workforce Development Board

Printed Name

Title

**Chair of Maricopa County Workforce
Development Board Signature**

Date

Agency Name

Agency Contact Information

By signing below, I certify that I have read the above information. All of my questions have been discussed and answered satisfactorily.

My signature also certifies my understating of the terms outlined herein and agreement with this MOU and I certify that I have the legal authority to bind my agency (outlined below) to the terms of this MOU.

Partner Name:

Printed Name

Title

Signature

Date

Agency Name

Agency Contact Information

ARIZONA@WORK Infrastructure Funding Agreement

Local Workforce Development Area Maricopa County

This Infrastructure Funding Agreement (IFA) is effective from 7/01/2026 to 6/30/2029 and includes required elements described in 20 CFR 678.755 (b) through (f), specifically:

- Identification of an infrastructure and shared services budget that will be periodically reconciled against actual costs incurred and adjusted accordingly to ensure that it reflects a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in proportion to its use of the one-stop center and relative benefit received, and that complies with 2 CFR part 200 (or any corresponding similar regulation or ruling).
- Identification of all one-stop partners, chief elected officials, and local workforce development board (LWDB) participating in the infrastructure funding arrangement.
- Steps the LWDB, chief elected officials, and one-stop partners used to reach consensus or an assurance that the local area followed the guidance for the State funding process.
- Description of the process to be used among partners to resolve issues during the MOU duration period when consensus cannot be reached.
- Description of the periodic modification and review process to ensure equitable benefit among one-stop partners.

This IFA is developed in accordance with [20 CFR 678.700](#), which describes one-stop infrastructure costs, and [20 CFR 678.760](#), which describes other shared costs.

Steps to Reach Consensus and Resolve Issues

In accordance with [20 CFR 678.755\(d\)](#), the LWDB, chief elected officials, and one-stop partners took the steps described below to reach a consensus on infrastructure funding. Steps described should include meeting dates, brief summary of meeting, those who attended, etc.

(Steps taken to reach a consensus.)

- Emailed partners 1/28/26 requesting feedback and changes for MOU/IFA. Responses received only pertained to contacts for each program
- Requested updates for IFA for attachments E1 and E2 4/30/26

ARIZONA@WORK Infrastructure Funding Agreement

In instances when consensus cannot be reached, the Parties agree to resolve issues through a process described below ([20 CFR 678.755\[e\]](#)).

(Process to resolve issues when consensus cannot be reached.)

The Parties assure that if they do not reach consensus agreement on methods of sufficiently funding the costs of infrastructure of one-stop centers for a program year, the State funding mechanism is applicable to the local area for that program year ([20 CFR 678.730\[a\]](#)). In the State funding mechanism, the Governor, subject to the limitations in [20 CFR 678.730\(c\)](#), determines one-stop partner contributions after consultation with the chief elected officials, LWDB, and the State WDB.

IFA Attachments

- A. **ARIZONA@WORK Job Center Partners, Chief Executive Official(s), and the LWDB Participating in the IFA**
- B. **ARIZONA@WORK Operating Budget: Infrastructure Costs**
- C. **Signatures of Colocated ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure Costs**
- D. **Signatures of Noncolocated ARIZONA@WORK Job Center Partners Agreeing to Negotiate the Sharing of Infrastructure Costs When Sufficient Data is Available to Determine Relative Benefit and Proportionate Share**
- E. **ARIZONA@WORK Operating Budget: Additional Costs (Applicable Career Services)**
- F. **OPTIONAL:**
ARIZONA@WORK Operating Budget: Additional Costs (Shared Operating Costs and Shared Services) and Signature of ARIZONA@WORK Job Center Partners Agreeing to Share Identified Operating Costs/Shared Services

ARIZONA@WORK Infrastructure Funding Agreement

Attachment A:

ARIZONA@WORK One-Stop Partners, Chief Elected Official(s), and the Local Workforce Development Board (LWDB) participating in the IFA

Local Workforce Development Board:

Name, Title, Address, Telephone, Email

*Maricopa County Workforce Development Board (MCWDB)
MCWDB Executive Director, Steve Clark
301 W. Jefferson St., 9th Floor Phoenix, AZ 85003
O: 602-506-0154 | C: 602-377-3844
Steve.Clark@maricopa.gov*

Chief Elected Official(s):

List All CEOs and Name, Title, Address, Telephone, Email for Each

Kate Brophy Mcgee, Chair
Supervisor, District 3
Maricopa County Board of Supervisors
301 W Jefferson, 10th Fl.
Phoenix, AZ 85003

Debbie Lesko, Vice Chair
Supervisor, District 4
Maricopa County Board of Supervisors
301 W Jefferson, 10th Fl.
Phoenix, AZ 85003

Mark Stewart
Supervisor, District 1

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Maricopa County Board of Supervisors
 301 W Jefferson, 10th Fl.
 Phoenix, AZ 85003

Thomas Glavin
 Supervisor, District 2
 Maricopa County Board of Supervisors
 301 W Jefferson, 10th Fl.
 Phoenix, AZ 85003

Steve Gallardo
 Supervisor, District 5
 Maricopa County Board of Supervisors
 301 W Jefferson, 10th Fl.
 Phoenix, AZ 85003

Required WIOA and ARIZONA@WORK Job Center Partner	ARIZONA@WORK One-Stop Partner Serving Local Area	Point of Contact Information <i>Name, Title, Address, Telephone, Email</i>
Adult, Dislocated Worker (DW), and Youth Programs under Title I-B of WIOA	X	Jared Beard, Assistant Director Maricopa County Workforce Development Division 234 N Central Avenue, 3 rd Floor, Phoenix, AZ 85004 O: 602-502-2744 CL 623-7487 Jared.Beard@maricopa.gov
Job Corps under Title I of WIOA	X	Dennisonwordi.Ramona@JobCorps.org and MSmith@adamsaai.com
YouthBuild under Title I of WIOA	N/A	N/A
Indian and Native American Programs (INAP) under WIOA Title I	N/A	N/A

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National Farmworker Jobs Program (NFJP) under Title I of WIOA	X	Kari Hogan, Chief Administrative Officer PPEP, Inc. 802 E. 46 th Street, Tucson, AZ 85713 (State Admin. Office) 520-770-2500 khogan@ppep.org
Adult Education and Family Literacy Act programs under Title II of WIOA	X	Beverly Wilson, Deputy Associate Superintendent/State Director 602-364-2707 Beverly.wilson@azed.gov
Wagner-Peyser under Title III of WIOA	X	<p>Wagner Peyser Employment Services: Kevin Herring, Workforce Solutions Administration kherring@azdes.gov 520-910-1896</p> <p>Wagner Peyser Business Services: Kelly Hart, Administrator 1789 West Jefferson Phoenix, Arizona 85007 602-320-8766 KellyHart@azdes.gov</p> <p>Anna Hunter (DES/DERS Assistant Director) ahunter@azdes.gov</p>
State Unemployment Insurance (UI)	X	Anna Hunter (DES/DERS Assistant Director) ahunter@azdes.gov
Trade Adjustment Assistance (TAA) under Title II of Trade Act	X	Chevera Trillo, Administrator Arizona Department of Economic Security 1789 West Jefferson, Mail Drop 5111 Phoenix, Arizona 85007 480-487-7806 CTrillo@azdes.gov

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		Anna Hunter (DES/DERS Assistant Director) ahunter@azdes.gov
Jobs for Veterans State Grants (JVSG) under Title 38, U.S.C.	X	JVSG/DVOP Kevin Herring, Workforce Solutions Administration kherring@azdes.gov 520-910-1896 JVSG/LVER Kevin Herring, Workforce Solutions Administration kherring@azdes.gov 520-910-1896 Anna Hunter (DES/DERS Assistant Director) ahunter@azdes.gov
Vocational Rehabilitation under Title IV of WIOA	X	Kristen Mackey, Administrator Arizona Department of Economic Security Rehabilitation Services Administration 1789 West Jefferson Phoenix, Arizona 85007 480-665-6736 kmackey@azdes.gov
Senior Community Service Employment Programs (SCSEP) under Title V of Older Americans Act--State of Arizona	X	Chevera Trillo, Administrator Arizona Department of Economic Security 1789 West Jefferson, Mail Drop 5111 Phoenix, Arizona 85007 C: 480-487-7806 CTrillo@azdes.gov Easter Seals (Grantee) Alfred Jernigan ajernigan@aarp.org O: 602-841-0403

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Senior Community Service Employment Programs (SCSEP)—National Grantees under Title V of Older Americans Act	X	Easter Seals (Grantee) Alfred Jernigan ajernigan@aarp.org O: 602-841-0403
Career and Technical Education programs at the postsecondary level (CTE) under Perkins Career and Technical Education Act	X	Colette Chapman, Associate Superintendent 1535 W Jefferson Street Phoenix, AZ 85007 602-542-4352 Colette.chapman@azed.gov
Housing and Urban Development---Employment and Training Programs	N/A	N/A

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Community Services Block Grants (CSBG)—Employment and Training Activities	X	Tamara Bridwell, Director Maricopa County Human Services Department 234 N Central Avenue, 3 rd Floor, Phoenix, AZ 85004 O: 602-506-4812 C: 602-214-3264 Tamara.Bridwell@maricopa.gov
Re-entry Employment Opportunities (REO) under Second Chance Act	N/A	N/A
Other Colocated Partner: Early Head Start and Head Start	X	Tamara Bridwell, Director Maricopa County Human Services Department 234 N Central Avenue, 3 rd Floor, Phoenix, AZ 85004 O: 602-506-4812 C: 602-214-3264 Tamara.Bridwell@maricopa.gov
Other Itinerate Partner:	N/A	N/A
<i>Additional ARIZONA@WORK One-Stop Partners Approved by the LWDB and CEO(s), If Any</i>		
<i>Temporary Assistance for Needy Families (TANF) employment & training under part A of Title IV of Social Security Act¹</i>	X	Jorge Rivero, Project Director 177 N Church Ave. Suite 910 Tucson, AZ 85701 jorgerivero@equusworks.com 520-275-5242

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¹ The Governor notified the Secretaries of the U.S. Departments of Labor and Health and Human Services in writing that TANF will not be a required partner in Arizona, or within some specific local areas in the State. Local TANF programs may still opt to be a one-stop partner, or to work in collaboration with the one-stop center. [ARIZONA@WORK Job Center Vision and Structure Of One Stop Delivery System Policy](#)

ARIZONA@WORK Infrastructure Funding Agreement

Attachment B1:	
ARIZONA@WORK Comprehensive Job Center and Affiliate Site Locations	
Local Workforce Development Area:	
ARIZONA@WORK Comprehensive Job Center Locations <i>(Name, Address, Contact Name, Phone Number)</i>	ARIZONA@WORK Affiliate Site Locations <i>(Name, Address, Contact Name, Phone Number)</i>
ARIZONA@WORK Comprehensive Job Center Location #1: Maricopa – East (ARIZONA@WORK One-Stop Center)1001 West Southern Avenue Ste. 101 Mesa, AZ 85210 Jinkee Pacifico 602-372-4248	Affiliate Site Location #1: Mesa Workforce Center (ARIZONA@WORK Specialized Center) 635 East Broadway Road 2nd Floor Mesa, Arizona 85204 Minerva Vicuna 602-372-4236 <i>*Note that costs are paid directly by the located Partner program Title 1B</i>
ARIZONA@WORK Comprehensive Job Center Location #2: ARIZONA@WORK Job Center Location #2: Maricopa – West (ARIZONA@WORK One-Stop Center) 4425 West Olive Avenue Ste. 190 Glendale, AZ 85302 Andrew Lucero 602-372- 4224	Affiliate Site Location #2: Surprise (ARIZONA@WORK Specialized Center) 12425 West Bell Road Building A, Ste 124 Surprise, Arizona 85378 Minerva Vicuna 602-372-4236 <i>*Note that costs are paid directly by the located Partner program Title 1B</i>

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ARIZONA@WORK Comprehensive Job Center Location #3:	Affiliate Site Location #3: Tempe Library (ARIZONA@WORK Specialized Center) 3500 South Rural Road Ste 202 Tempe, Arizona 85282 Minerva Vicuna 6 602-372-4236 <i>*Note that costs are paid directly by the located Partner program Title 1B</i>
	Affiliate Site Location #4: Tempe Youth Hub (ARIZONA@WORK Specialized Center) 2150 East Orange Street Tempe, Arizona 85281 Zach Lynch 602-372-9747 <i>*Note that costs are paid directly by the located Partner program Title 1B</i>
	Affiliate Site Location #5: Goodyear Campus (ARIZONA@WORK Specialized Center) 14140 W. McDowell Rd. Goodyear, AZ 85395 Minerva Vicuna 602-372-4236

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	<p>Affiliate Site Location #6:</p> <p>Avondale Community Center (ARIZONA@WORK Specialized Center) 995 E. Riley Dr Avondale, AZ 85323 Minerva Vicuna 602-372-4236</p> <p><i>*Note that costs are paid directly by the located Partner program Title 1B</i></p>
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<p><u>Attachment B2:</u> <u>ARIZONA@WORK One-Stop Partners Colocated in Each ARIZONA@WORK Job Center Location</u> Local Workforce Development Area: _____ (Place an "X" If the ARIZONA@WORK Job Center Partner is Colocated in the Identified ARIZONA@WORK Job Center or Affiliate Site)</p>						
ARIZONA@WORK one-Stop Partner	ARIZONA@WORK Comprehensive Job Center #1: EVCC	ARIZONA@WORK Comprehensive Job Center #2: WVCC	Affiliate Site #1: Mesa	Affiliate Site #2: Surprise	Affiliate Site #3: Tempe Library	Affiliate Site #4: Tempe Youth
Adult/Dislocated Worker	X	X	X	X	X	
Youth	X	X				X
Job Corps						
Native American						

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NFJP						
Adult Education						
Wagner-Peyser	X	X				
Trade						
JVSG	X	X				
SCSEP--State						
SCSEP-National						
Career/Tech Ed						
HUD E&T						
CSBG E&T						

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Second Chance						
Vocational Rehabilitation	X	X				
YouthBuild						
Other Colocated Partner: MSFW		X				
Other Itinerate Partner:						

Attachment B2:
ARIZONA@WORK One-Stop Partners Colocated in Each ARIZONA@WORK Job Center Location
 Local Workforce Development Area: _____
(Place an "X" If the ARIZONA@WORK Job Center Partner is Colocated in the Identified ARIZONA@WORK Job Center or Affiliate Site)

ARIZONA@WORK one-Stop Partner	Affiliate Site #5: Goodyear	Affiliate Site #6: Avondale				
Adult/Dislocated Worker	X	X				
Youth						
Job Corps						
Native American						
NFJP						
Adult Education						
Wagner-Peyser						

ARIZONA@WORK Infrastructure Funding Agreement

Trade						
JVSG						
SCSEP--State						
SCSEP-National						
Career/Tech Ed						
HUD E&T						
CSBG E&T						

Second Chance						
Vocational Rehabilitation						
YouthBuild						
Other Colocated Partner:						
Other Itinerate Partner:						

Attachment B3:

Annual Infrastructure Budget for Each ARIZONA@WORK Comprehensive Job Center and Affiliate Site

ARIZONA@WORK Comprehensive Job Center:Maricopa- East 1001 W Southern Ave, Ste. 101 Mesa, AZ 85210

ARIZONA@WORK Infrastructure Funding Agreement

Cost Category/Line Item	Line Item Cost Detail	Cost
Rent		
Rental of Facilities	East Valley location (41,917 sq. ft.)	\$998,934
Subtotal: Rental Costs		\$998,934
Utilities and Maintenance		
Electric	N/A	N/A
Gas	N/A	N/A
Water	N/A	N/A
Sewer Connections	N/A	N/A
High-Speed Internet	N/A	N/A
Telephones (Landlines)	N/A	N/A
Facility Maintenance Contract	Water Dispensing Equipment & Pest Control Services Annual Costs	\$1,097
Security Contract	N/A	N/A
Subtotal: Utilities and Maintenance Costs		\$1,097

Equipment		
Assessment-related products	OPAC & BESI	\$2,788
Assistive technology for individuals with disabilities (<i>"Access and Accommodation"</i>)	2 computer, 1 printer, MISC ADA Hardware, Adjustable Height Desks	\$4,375
Copiers	N/A	
Printers	Public Computer Lab- 2, Training Lab-1, Assessment Lab-1	\$8,400
Fax Machines	Public Computer Lab-4	\$2,400

ARIZONA@WORK Infrastructure Funding Agreement

Computers	Public Computer Lab-24, Training Lab-13, Assessment Lab-13	\$42,500
Other tangible equipment used to serve all center customers (not specific to an individual program partner) <i>Specify Other Tangible Equipment</i>	2 WiFi i-Pads with Stands/Kiosk	\$4,000
Subtotal: Equipment Costs		\$64,463
Technology to Facilitate Access to the ARIZONA@WORK Job Center		
Technology used for the center's planning and outreach activities <i>Specify the Technology</i>	Email Software for sending email distribution lists Constant Contact Mass Text Messaging & Alerts Engage By Cell	\$3,635
Cost of creation and maintenance of a center website (not specific to an individual program partner) that provides outreach to customers by providing information on ARIZONA@WORK Job Center services and/or provides direct service access to the ARIZONA@WORK Job Center	N/A	N/A

<p><i>Website Address:</i></p> <p><i>(Does not include data systems or case management systems specific to individual program partners.)</i></p>		
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ARIZONA@WORK Infrastructure Funding Agreement

Subtotal: Technology to Facilitate Access Costs		\$3,635
Supplies to Support the General Operation of the ARIZONA@WORK Job Center (Local Option, If Agreed By All Colocated ARIZONA@WORK Job Center Partners)		
Supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the ARIZONA@WORK Job Center <i>Specify Supplies to Support General Operation and Not Specific to a Colocated Partner (e.g., Printing; Postage, Office Supplies)</i>	Based on average annual costs	\$12,000
Subtotal: Supplies to Support the General Operation of the ARIZONA@WORK Job Center		\$12,000
Common Identifier Costs (Local Option, If Agreed By All Colocated ARIZONA@WORK Job Center Partners)		
Creating New Signage	N/A	N/A
Updating Templates/Materials	N/A	N/A
Subtotal: Common Identifier		
SUMMARY OF TOTAL INFRASTRUCTURE COSTS TO BE SHARED BY COLOCATED ARIZONA@WORK Job Center PARTNERS		

Cost Category	Total Cost
Subtotal: Rental Costs	\$998,934
Subtotal: Utilities and Maintenance Costs	\$1,097
Subtotal: Equipment Costs	\$64,463
Subtotal: Technology to Facilitate Access Costs	\$3,635

ARIZONA@WORK Infrastructure Funding Agreement

Subtotal: Supplies to Support the General Operation of the ARIZONA@WORK Job Center	\$12,000
Subtotal: Common Identifier Costs	N/A
TOTAL INFRASTRUCTURE COSTS FOR THIS LOCATION	\$1,080,129

Attachment B3:
Annual Infrastructure Budget for Each ARIZONA@WORK Comprehensive Job Center and Affiliate Site
ARIZONA@WORK Comprehensive Job Center: Maricopa West 4425 West Olive Avenue Ste. 190 Glendale, AZ 85302) Or

<i>Cost Category/Line Item</i>	<i>Line Item Cost Detail</i>	<i>Cost</i>
Rent		
Rental of Facilities	West Valley location (26,290 sq. ft.)	\$559,875
Subtotal: Rental Costs		\$559,875
Utilities and Maintenance		
Electric	N/A	N/A
Gas	N/A	N/A
Water	N/A	N/A
Sewer Connections	N/A	N/A
High-Speed Internet	N/A	N/A
Telephones (Landlines)	N/A	N/A
Facility Maintenance Contract	Water Dispensing Equipment & Pest Control Services Annual Costs	\$857
Security Contract	N/A	N/A

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Subtotal: Utilities and Maintenance Costs	\$857
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Equipment		
Assessment-related products	OPAC & BESI	\$2,788
Assistive technology for individuals with disabilities <i>("Access and Accommodation")</i>	2 computer, 1 printer, MISC ADA Hardware, Adjustable Height Desks	\$4,375
Copiers	N/A	N/A
Printers	Public Computer Lab-2, Training Lab-1, Assessment Lab-1	\$8,400
Fax Machines	Public Computer Lab-4	\$2,400
Computers	Public Computer Lab-24, Training Lab-20, Assessment Lab-12	\$47,600
Other tangible equipment used to serve all center customers (not specific to an individual program partner) <i>Specify Other Tangible Equipment</i>	3 Wi-Fi i-Pads with Stands/Kiosk	\$6000
Subtotal: Equipment Costs		\$71,563
Technology to Facilitate Access to the ARIZONA@WORK Job Center		
Technology used for the center's planning and outreach activities <i>Specify the Technology</i>	Email Software for sending email distribution lists Constant Contact Mass Text Messaging & Alerts Engage By Cell	\$3,635

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<p>Cost of creation and maintenance of a center website (not specific to an individual program partner) that provides outreach to customers by providing information on ARIZONA@WORK Job Center services and/or provides direct service access to the ARIZONA@WORK Job Center</p>	<p>N/A</p>	<p>N/A</p>
<p><i>Website Address:</i></p> <p><i>(Does not include data systems or case management systems specific to individual program partners.)</i></p>	<p>N/A</p>	<p>N/A</p>
<p>Subtotal: Technology to Facilitate Access Costs</p>		<p>\$3,635</p>
<p>Supplies to Support the General Operation of the ARIZONA@WORK Job Center (Local Option, If Agreed By All Colocated ARIZONA@WORK Job Center Partners)</p>		
<p>Supplies, as defined in Uniform Guidance at 2 CFR 200.94, to support the general operation of the ARIZONA@WORK Job Center</p> <p><i>Specify Supplies to Support General Operation and Not Specific to a Colocated Partner (e.g., Printing; Postage, Office Supplies)</i></p>	<p>Based on average annual cost</p>	<p>\$12,000</p>
<p>Subtotal: Supplies to Support the General Operation of the ARIZONA@WORK Job Center</p>		<p>\$12,000</p>

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Common Identifier Costs (Local Option, If Agreed By All Colocated ARIZONA@WORK Job Center Partners)		
Creating New Signage	N/A	N/A
Updating Templates/Materials	N/A	N/A
Subtotal: Common Identifier		N/A
SUMMARY OF TOTAL INFRASTRUCTURE COSTS TO BE SHARED BY COLOCATED ARIZONA@WORK Job Center PARTNERS		

Cost Category	Total Cost
Subtotal: Rental Costs	\$559,875
Subtotal: Utilities and Maintenance Costs	\$857
Subtotal: Equipment Costs	\$71,563
Subtotal: Technology to Facilitate Access Costs	\$3,635
Subtotal: Supplies to Support the General Operation of the ARIZONA@WORK Job Center	\$12,000
Subtotal: Common Identifier Costs	N/A
TOTAL INFRASTRUCTURE COSTS FOR THIS LOCATION	\$647,930

ARIZONA@WORK Infrastructure Funding Agreement

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

ARIZONA@WORK Job Center Location: Maricopa- East 1001 W Southern Ave, Ste. 101 Mesa, AZ 85210

Total Square Footage of the ARIZONA@WORK Job Center: 41917Square Feet

**Total Square Footage of Dedicated/Assigned Space For All Colocated or Itinerate ARIZONA@WORK Partners:
_____ Square Feet**

Colocated ARIZONA@WORK Job Center Partners	Square Footage of the ARIZONA@WORK Job Center Partner's Dedicated/Assigned Space	ARIZONA@WORK Job Center Partner's Dedicated Number of Offices and/or Cubicles (Floor Plan Outline Recommended)	ARIZONA@WORK Job Center Partner's Dedicated Space as a % of All Colocated ARIZONA@WORK Job Center Partners' Space
WIOA Title I-B Adult/Dislocated Worker	8898 sq. ft	43	21.23%
WIOA Title I-B Youth	2966 sq. ft	14	7.08%
Wagner-Peyser	1397 sq. ft	8	3.33%
Trade			
JVSG	206 sq. ft.	2	0.49 %
NFJP			
Adult Education			
Vocational Rehabilitation	162 sq. ft.	1	0.39%
Other Colocated Partner: Arbor E&T, LLC/Equus	203 sq. ft.	2	0.48%
Other Itinerate Partner:			

ARIZONA@WORK Infrastructure Funding Agreement

Total Percentage of the Designated/Assigned Space of All Colocated ARIZONA@WORK Job Center Partners		100%
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Attachment B4: Percentage of Colocated ARIZONA@WORK Job Center Partner's Occupancy in Each Center

ARIZONA@WORK Job Center Location: Maricopa West 4425 West Olive Avenue Ste. 190 Glendale, AZ 85302

Total Square Footage of the ARIZONA@WORK Job Center: 2103_Square Feet

Total Square Footage of Dedicated/Assigned Space For All Colocated or Itinerate ARIZONA@WORK Partners: _____ Square Feet

Colocated ARIZONA@WORK Job Center Partners	Square Footage of the ARIZONA@WORK Job Center Partner's Dedicated/Assigned Space	ARIZONA@WORK Job Center Partner's Dedicated Number of Offices and/or Cubicles (Floor Plan Outline Recommended)	ARIZONA@WORK Job Center Partner's Dedicated Space as a % of All Colocated ARIZONA@WORK Job Center Partners' Space
WIOA Title I-B Adult/Dislocated Worker	18140 sq.ft.	53	69.00%
WIOA Title I-B Youth	6047 sq.ft.	17	23.00%
Wagner-Peyser	1710 sq.ft.	9	6.50%
Trade			
JVSG	131 sq.ft.	1	0.50%
NFJP			
Adult Education			
Vocational Rehabilitation	131 sq.ft.	1	0.50%
Other Colocated Partner: MSFW	131 sq.ft.	1	0.50%
Other Itinerate Partner:			

ARIZONA@WORK Infrastructure Funding Agreement

Total Percentage of the Designated/Assigned Space of All Colocated ARIZONA@WORK Job Center Partners		100%
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Attachment B5:

Proportionate Share of Infrastructure Costs Allocated to Each Colocated ARIZONA@WORK Job Center Partner

ARIZONA@WORK Job Center Location: Maricopa- East 1001 W Southern Ave, Ste. 101 Mesa, AZ 85210

Total Infrastructure Costs for This ARIZONA@WORK Job Center: \$ (See Attachment B3)

Colocated ARIZONA@WORK Job Center Partner	ARIZONA@WORK Job Center Partner's Dedicated Space as a % of All Colocated ARIZONA@WORK Job Center Partners' Space	Proportionate Share (% of ARIZONA@WORK Job Center Partner Space X Total Infrastructure Cost =ARIZONA@WORK Job Center Partner Share)	\$ Share to Be Paid In Cash	\$ Share to Be Paid In Non-Cash
WIOA Title I-B Adult/Dislocated Worker	21.23%	\$232,856	\$232,856	
WIOA Title I-B Youth	7.08%	\$77,619	\$77,619	
Wagner-Peyser Employment Services	3.33%	\$32,542	\$32,542	
Veterans	0.49%	\$4,788	\$4,788	
Vocational Rehabilitation	0.39%	\$3,811	\$3,811	
Arbor E&T, LLC/Equus	0.48%	\$4,827	\$4,827	

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Total Infrastructure Costs to Be Shared by ARIZONA@WORK Job Center Partners in Cash/Non-Cash (Must Equal the Total Infrastructure Costs for This ARIZONA@WORK Job Center)	\$356,443	
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Attachment B5:

Proportionate Share of Infrastructure Costs Allocated to Each Colocated ARIZONA@WORK Job Center Partner

ARIZONA@WORK Job Center Location: Maricopa West 4425 West Olive Avenue Ste. 190 Glendale, AZ 85302

Total Infrastructure Costs for This ARIZONA@WORK Job Center: \$ (See Attachment B3)

Colocated ARIZONA@WORK Job Center Partner	ARIZONA@WORK Job Center Partner's Dedicated Space as a % of All Colocated ARIZONA@WORK Job Center Partners' Space	Proportionate Share (% of ARIZONA@WORK Job Center Partner Space X Total Infrastructure Cost =ARIZONA@WORK Job Center Partner Share)	\$ Share to Be Paid In Cash	\$ Share to Be Paid In Non-Cash
WIOA Title I-B Adult/Dislocated Worker	69.00%	\$454,292	\$454,292	
WIOA Title I-B Youth	23.00%	\$151,431	\$151,431	
Wagner-Peyser Employment Services	6.50%	\$34,309	\$34,309	
Veterans	0.50%	\$2,639	\$2,639	
Vocational Rehabilitation	0.50%	\$2,639	\$2,639	
MSFW	0.50%	\$2,620	\$2,620	

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<i>Total Infrastructure Costs to Be Shared by ARIZONA@WORK Job Center Partners in Cash/Non-Cash (Must Equal the Total Infrastructure Costs for This ARIZONA@WORK Job Center</i>	\$647,930	
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ARIZONA@WORK Infrastructure Funding Agreement

Attachment C:

Signatures of Colocated and Itinerate ARIZONA@WORK Job Center Partners Agreeing to Share Infrastructure Costs

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

(Chief Elected Official)

(Colocated Partner Entity)

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

(LWDB Chairperson)

(Itinerate Partner Entity)

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

ARIZONA@WORK Infrastructure Funding Agreement

Attachment D:

Signatures of Noncolocated and Itinerate ARIZONA@WORK One-Stop Partners Agreeing to Negotiate the Sharing of Infrastructure Costs as When Sufficient Data Are Available to Determine Relative Benefit and Proportionate Share

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

(Noncolocated Partner Entity)

(Itinerate Partner Entity)

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

(Noncolocated Partner Entity)

(Itinerate Partner Entity)

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

ARIZONA@WORK Infrastructure Funding Agreement

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

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Support Service Info		✓			✓		✓
UI Info/Assistance		✓			✓		✓
Financial Aid Info					✓		✓

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

<i>Individualized Career Services</i>	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF
Comp Assessment	✓			✓		✓	
Employment Plan	✓					✓	
Career Plan/Counsel	✓					✓	

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Short-Term Prevoc	✓					✓	
Internships/Wk Exper	✓					✓	
Out-of-Area Job Search	✓						
Financial Literacy	✓			✓			
ELA/Integ Education	✓			✓			
Workforce Preparation	✓			✓			

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<i>Individualized Career Services</i>	Tech Ed	SCSEP	Job Corps	Native American	MSFW-NFJP	YouthBuild	TAA
Comp Assessment		✓			✓		✓
Employment Plan		✓			✓		✓
Career Plan/Counsel		✓			✓		✓
Short-Term Prevoc					✓		✓
Internships/Wk Exper		✓			✓		
Out-of-Area Job Search					✓		✓
Financial Literacy							✓
ELA/Integ Education							✓
Workforce Preparation		✓			✓		✓
<i>Individualized Career Services</i>	Comm Act	Housing	UI	Native American	Other Partners : JVSG	Other Partners	Other Partners
Comp Assessment					✓		
IEP					✓		
Career Plan/Counsel					✓		
Short-Term Prevoc					✓		
Internships/Wk Exper					✓		
Out-of-Area Job Search					✓		
Financial Literacy							
ELA/Integ Education							
Workforce Preparation					✓		

ARIZONA@WORK Infrastructure Funding Agreement

Attachment E2:

Consolidated System Budget for the Delivery of Applicable Career Services

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

Applicable Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF
Basic Career Services: T-I Eligib/Initial Assess Outreach, Intake, Orient Labor Exch/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$4,436,623	\$253,123	\$2,205,906	\$0	\$286,807	\$5,122,624	\$0
Applicable Career Services	Tech Ed	T-V OAA	Job Corps	Native American	MSFW-NFJP	YouthBuild	TAA
Basic Career Services: T-I Eligib/Initial Assess Outreach, Intake, Orient Labor Exch/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$0	\$0	\$0	\$0	\$79,000	\$0	\$0

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Applicable Career Services	Comm Act	Housing	UI	Native American	Other Partners : JVSG	Other Partners : Head Start	Other Partners
Basic Career Services: T-I Eligib/Initial Assess Outreach, Intake, Orient Labor Exch/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$0	\$0	\$63,563	\$0	\$199,262	\$0	\$0

Applicable Career Services	T-I Adult	T-I DW	T-I Youth	T-II AEL	T-III WP	T-IV VR	TANF
Individualized Career Services: Comp Assessment/IEP Career Plan/Counsel Short-Term Prevoc Internship/Wk Exper Financial Literacy IET/ELA/WF Prep	\$1,883,620	\$200,000	\$1,224,854	\$130,853	\$219,622	\$6,884,884	\$0
Applicable Career Services	Tech Ed	T-V OAA	Job Corps	Native American	MSFW-NFJP	YouthBuild	TAA

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Individualized Career Services: Comp Assessment/IEP Career Plan/Counsel Short-Term Prevoc	\$0	\$0	\$0	\$0	\$109,000	\$0	\$78,165
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Internship/Wk Exper Financial Literacy IET/ELA/WF Prep							
Applicable Career Services	Comm Act	Housing	UI	Native American	Other Partners : JVSG	Other Partners : Head Start	Other Partners
Individualized Career Services: Comp Assessment/IEP Career Plan/Counsel Short-Term Prevoc Internship/Wk Exper Financial Literacy IET/ELA/WF Prep	\$0	\$0	\$0	\$0	\$199,262	\$0	\$0

ARIZONA@WORK Infrastructure Funding Agreement

Attachment F1:

Optional ARIZONA@WORK Job Center Partner Agreement to Share Other Costs and Services

Type of Cost to be Shared: N/A

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

ARIZONA@WORK Job Center Partners Agreeing to Share This Cost

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

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

ARIZONA@WORK Infrastructure Funding Agreement

Shared Cost Budget for <i>(Identify the Type of Cost)</i>		
Line Item	Budget Detail	Cost
N/A	N/A	N/A
Total Budget for This Shared Cost		\$N/A
Agreed Upon Cost Allocation Methodology to Share This Cost		
N/A		

ARIZONA@WORK Infrastructure Funding Agreement

Proportionate Share for ARIZONA@WORK Job Center Partners Agreeing to Share These Costs

(Identify the Type of Cost)

<i>Partners Agreeing</i>	<i>Agreed Methodology</i>	<i>Initial Partner Share</i>	<i>Amount in Cash</i>	<i>Amount in Non-Cash</i>
Partner 1:	N/A			
Partner 2:	N/A			
Partner 3:	N/A			
Partner 4:	N/A			
Total Budget for This Shared Cost				



ARIZONA@WORK Infrastructure Funding Agreement

Attachment F2: Signature of ARIZONA@WORK One-Stop Partners Agreeing to Share Identified Operating Costs/Shared Services

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

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

Partner 1: N/A

Printed Name and Title

Signature and Date

Partner 2: N/A

Printed Name and Title

Signature and Date



Information/Discussion Only. **Strategic Plan Progress End of Year Update**



Maricopa County Workforce Development Board

FY26 Strategic Planning Year End Update

June 2026

Strategic Focus Areas

1 We will continuously assess and address critical workforce needs.

2 We will mobilize collective expertise.

3 We will visualize emerging career pathways.

Goal 1

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

FY26 Progress

1. [Workforce Data Collection Plan](#)
2. [Process One-Pager](#)
3. Workforce Needs Rubric

FY27 Focus

1. Identify 2-3 in-demand industries and occupations for prioritization of workforce needs

Progress Status



FY26 Progress:

- Targeted Industries & Occupations Focus Group
 - Reviewed labor market and workforce data
 - Updated targeted industries and occupations
 - Approved and updated targeted occupations
- AI
 - Two AI professionals were added to the MCWDB
 - Integrated AI workforce impact discussions
 - AI training resources collected
 - MCWDB Staff attended AI Summit

Goal 2

Establish sustainable funding opportunities based on workforce needs and shared funding partnerships

FY26 Progress

1. [Funding Tracker](#)
2. [Retrospective Workshop](#)

FY27 Focus

1. Stakeholder Presentation
2. Workgroup Discussion
3. Prioritized Funding List

Progress Status



Completed

FY26 Progress:

- Created the Funding Tracker
 - Categorizes the funding streams utilized over the past five years
 - Highlights both applied-for and awarded funds
- **\$16 million** in additional funding outside of WIOA over the last 5 years
- Expanded support for apprenticeships and training initiatives

Goal 3

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

FY26 Progress

1. [Gap Analysis Framework](#)

FY27 Focus

1. Completed Gap Analysis
2. Impact Matrix

Progress Status



Completed

Description of what's been done:

- Two new regional workgroups—Manufacturing and Regional Workforce & Economic Development
- At the statewide level, the MCWDB Strategist serves as Chair to the Arizona Association of Economic Development's Workforce Committee
- Started Gap Analysis Framework to identify gaps in each in-demand industry

Goal 4

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

FY26 Progress

1. Terminology Template
2. Listening Session(s)

FY27 Focus

1. Terminology Template Cont.
2. Listening Session(s) Cont.

Progress Status



Description of what's been done:

- Met with SciTech and USAA to discuss their work around a common skills language
 - Partnering with them to create a template that can be used to alleviate confusion and duplication
- Discussed in Regional Workgroup for further input

Goal 5

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

FY26 Progress

[Pathway Inventory](#)

FY27 Focus

Comparative Matrix

Progress Status



Completed

Description of what's been done:

- The Targeted Industries & Occupations Focus Group created the Pathway Inventory
 - Consists of potential career pathways and entry points for current and future jobs seekers
- This information was used to review the current Targeted Industries

MCWDB Targeted In-Demand Industries & Occupations Summary

The Maricopa County Workforce Development Board (MCWDB) received presentations outlining the process and recommendations for identifying Targeted In-Demand Industries and Occupations to guide workforce development priorities, training investments, and service delivery. The presentations highlighted a focus group-driven approach designed to align workforce efforts with regional labor market needs and employer demand.

A cross-functional focus group consisting of Workforce Development Division (WDD) staff, leadership, and Business Service Representatives met across multiple sessions to review labor market data, workforce trends, training requests, and employer needs. The group's purpose was to identify industries and occupations that demonstrate strong demand, provide accessible career opportunities, and support sustainable employment outcomes for job seekers.

The recommendations were informed by several data inputs, including labor market information, employment projections from the Office of Economic Opportunity, regional economic development priorities, participant outcomes, service trends, and existing board and state priorities. Occupations and industries were evaluated using criteria such as projected job growth, competitive wages, training and credential availability, entry-level education requirements, and alignment with employer demand.

As part of this process, MCWDB approved six Targeted In-Demand Industries to guide workforce and training strategies:

- Construction
- Finance & Insurance
- Healthcare & Social Assistance
- Emerging Technologies
- Manufacturing & Semiconductor
- Transportation & Logistics

The identified industries and occupations will help guide training eligibility, support consistent case management and workforce planning, strengthen employer engagement, and improve participant outcomes. Recommended occupations were developed to ensure training investments align with regional workforce needs and accessible career pathways.

Moving forward, MCWDB will continue to monitor labor market conditions, employer demand, and workforce trends to ensure targeted industries and occupations remain relevant and responsive to regional needs. Updates will be made as needed and

recommendations will be reviewed and considered annually to maintain alignment with changing economic conditions and workforce priorities.

Grant	Awarding Agency	Summary	Website	Amount	Received	Date Awarded
Apprenticeship Building America (ABA)	Department of Labor (DOL)	Provides funding to expand and modernize registered apprenticeship programs in key sectors like manufacturing, healthcare, etc.	Apprenticeship Building America (ABA) Grant Program Apprenticeship.gov	N/A	No	N/A
ARPA Apprenticeship Investment	Maricopa County Board of Supervisors	American Rescue Plan Act funds. \$12M initial investment in 2022 and additional \$500K in 2025	Apprenticeships Maricopa	\$12,500,000.00	Yes	11/1/2022
BuildItAZ Apprenticeship Initiative - Round 1	Office of Economic Opportunity (OEO)	Funds shall be used exclusively to expand registered apprenticeship and pre-apprenticeship programs in construction and skilled trades. Supporting both the enhancement of existing programs and development of new training capacity to meet high-demand sectors such as construction and skilled trades.	BuildItAZ Apprenticeship In	N/A	No	10/1/2023
BuildItAZ Apprenticeship Initiative - Round 3	Office of Economic Opportunity (OEO)	Funds shall be used exclusively to expand registered apprenticeship and pre-apprenticeship programs in construction and skilled trades. Supporting both the enhancement of existing programs and development of new training capacity to meet high-demand sectors such as construction and skilled trades.	BuildItAZ Apprenticeship In	\$291,539.53	Yes	11/21/2025
Industry Driven Training Grant	Arizona Department of Economic Security (ADES)	ADES and the Maricopa County LWDB/A will continue to conduct Apprenticeship Accelerators in advanced manufacturing to increase participants	Maricopa County Awarded:	\$1,500,000.00	Yes	11/6/2025
Kresge Foundation Grant	Kresge Foundation	Parent Forward Pilot - HSD/WDD Initiative	Current Funding Opportunit	\$215,000.00	Yes	
National Association of Counties (NACo)	National Association of Counties	Counties for Career Success Cohort	Maricopa County Among 8	Technical Assistance Only	Yes	10/23/2023
Workforce2You	Governor's Office of Youth, Faith, and Family	WDD Submitted - Awarded over 3 years (Year 3)	Maricopa County Workforc	\$500,000.00	Yes	10/1/2025
Workforce2You	Governor's Office of Youth, Faith, and Family	WDD Submitted - Awarded over 3 years (Year 2)	Maricopa County Workforc	\$500,000.00	Yes	10/1/2024
Workforce2You	Governor's Office of Youth, Faith, and Family	WDD Submitted - Awarded over 3 years (Year 1)	Maricopa County Workforc	\$500,000.00	Yes	10/1/2023
Growth Opportunities Grant	Department of Labor (DOL)	This program prepares justice-involved youth and young adults for employment through education and training, paid work experiences, mentorship, and leadership	Growth Opportunities - Rounds 4 and 5	N/A	No	N/A

Funding Analysis Description

The Maricopa County Workforce Development Board has secured approximately \$16 million in confirmed funding outside of WIOA, over the past 5 years across tracked grants. 8 out of 11 funding opportunities have been successfully awarded. Notably, all funding entries with specified dollar amounts have been received, indicating strong conversion from awarded to realized funds.

A significant portion of total funding is concentrated in a few large investments, particularly the \$12.5 million ARPA Apprenticeship Investment, which represents the majority share. Additional contributions—such as the Industry Driven Training Grant (\$1.5 million) and BuildItAZ Round 3 funding (~\$291K)—demonstrate continued emphasis on apprenticeship expansion and industry-aligned workforce training.

Overall, the portfolio reflects a strategic focus on apprenticeship development, sector-based training, and workforce system expansion, with strong reliance on federal and state partnerships. The Board continues to leverage state and regional funding opportunities to enhance program offerings, strengthen employer partnerships, and increase access to quality training pathways. Together, these efforts demonstrate Maricopa County's commitment to building a skilled workforce, supporting economic development, and creating sustainable career pathways for individuals across the region.

Construction					
Domain	Current State	Gap Identified	Impact Level	Priority	Recommended Action
Industry & Occupational Expertise	Strong employer demand and established trades presence	Aging workforce and shortage of specialized skilled trades instructors	High	High	Expand instructor pipeline and industry-led training
Education & Training Capacity	CTE and apprenticeship programs exist regionally	Limited capacity for advanced construction technologies and green building practices	High	High	Partner with educational programs
Employer Engagement	Strong union/employer participation	Small and mid-sized contractors less engaged	Medium	Medium	Create employer engagement strategy
Workforce Navigation	Workforce centers support entry-level pathways	Limited awareness of career ladders and apprenticeship opportunities	Medium	Medium	Improve career pathway navigation tools
Outreach & Career Exposure	Construction careers promoted in some districts	Persistent stigma around trades careers	High	High	Launch youth and parent awareness campaign
Data & Labor Market Intelligence	Strong labor market demand data available	Limited forecasting for specialty trades	Medium	Medium	Strengthen regional forecasting partnerships
System Coordination	Existing apprenticeship infrastructure	Fragmented coordination between K-12, colleges, and employers	Medium	Medium	Build regional construction sector partnership

Finance & Insurance					
Domain	Current State	Gap Identified	Impact Level	Priority	Recommended Action
Industry Expertise	Large financial employers present regionally	Limited awareness of non-bank financial careers	Medium	Medium	Expand industry education and career mapping
Education Capacity	Business and finance programs widely available	Few specialized fintech, cybersecurity finance, and risk management pathways	High	High	Develop fintech and financial analytics curriculum
Employer Engagement	Strong corporate participation from major firms	Limited engagement from mid-sized finance employers	Medium	Medium	Create regional finance advisory collaboration
Workforce Navigation	Good placement support for degree-seeking adults	Limited pathways for nontraditional learners	High	High	Develop stackable credential pathways
Outreach & Awareness	Finance careers underrepresented in K-12 outreach	Low student awareness of high-wage finance careers	Medium	Medium	Build finance career awareness initiatives
Data & Labor Market Insight	Reliable occupational projections exist	Weak understanding of evolving fintech skills	High	High	Collect recurring skills gap data
System Coordination	Postsecondary institutions moderately aligned	Limited cross-sector collaboration with technology partners	Medium	Medium	Workforce and fintech collaborations

Healthcare & Social Assistance					
Domain	Current State	Gap Identified	Impact Level	Priority	Recommended Action
Industry Expertise	Extensive healthcare ecosystem and demand	Severe shortages in behavioral health, nursing, and allied health faculty	High	High	Expand faculty recruitment and clinical partnerships
Education Capacity	Multiple training providers and healthcare programs	Clinical placement bottlenecks and instructor shortages	High	High	Increase simulation labs and clinical partnerships
Employer Engagement	Hospitals highly engaged	Smaller healthcare providers less integrated	Medium	Medium	Expand sector partnerships to community providers
Workforce Navigation	Strong support services available	Navigational complexity for certifications and licensure	High	High	Create centralized healthcare career navigation system
Outreach & Awareness	High visibility of healthcare careers	Limited exposure to non-clinical healthcare occupations	Medium	Medium	Promote healthcare support occupations
Data & Labor Market Insight	Strong labor market demand data	Limited regional forecasting for emerging care models	Medium	Medium	Improve healthcare workforce forecasting
System Coordination	Strong healthcare partnerships exist	Fragmentation between workforce, education, and licensing systems	High	High	Develop healthcare alignment initiative

Emerging Technologies					
Domain	Current State	Gap Identified	Impact Level	Priority	Recommended Action
Industry Expertise	Growing ecosystem in AI, cybersecurity, cloud, and digital technologies	Shortage of experienced technical experts and instructors	High	High	Recruit industry experts into education partnerships
Education Capacity	Rapid growth in bootcamps and tech programs	Curriculum changes lag behind industry evolution	High	High	Develop curriculum review systems
Employer Engagement	Strong participation from large tech employers	Startups and emerging firms not fully engaged	Medium	Medium	Build emerging tech employer collaboration
Workforce Navigation	Growing awareness of tech careers	Confusion regarding credentials and career entry points	High	High	Create standardized career maps
Outreach & Awareness	High student interest	Unequal access across communities and schools	High	High	Expand equitable STEM and tech exposure initiatives
Data & Labor Market Insight	Demand data improving	Rapid skill evolution makes forecasting difficult	High	High	Collect labor market intelligence
System Coordination	Multiple independent initiatives exist	Ecosystem lacks centralized coordination	High	High	Establish regional emerging technology council

Manufacturing & Semiconductor					
Domain	Current State	Gap Identified	Impact Level	Priority	Recommended Action
Industry Expertise	Rapid industry expansion statewide	Limited regional semiconductor subject matter experts	High	High	Promote educational, apprenticeship, and externship programs
Education Capacity	Significant investment in new programs	Insufficient faculty, cleanroom training, and advanced equipment	High	High	Expand lab infrastructure and instructor development
Employer Engagement	Large employers highly engaged	Supplier ecosystem engagement remains limited	High	High	Build supplier-focused workforce partnerships
Workforce Navigation	Awareness increasing rapidly	Career pathways still unclear to many students and adults	High	High	Develop semiconductor career awareness plan
Outreach & Awareness	Major public attention on semiconductor growth	Limited counselor and parent understanding	High	High	Conduct statewide awareness and education campaign
Data & Labor Market Insight	Demand forecasting improving	Limited real-time skills mapping for technician roles	High	High	Create semiconductor workforce dashboard
System Coordination	Strong state-level momentum	Need stronger alignment between K-12, higher education, workforce, and industry	High	High	Formalize statewide semiconductor workforce collaboration

Transportation & Logistics					
Domain	Current State	Gap Identified	Impact Level	Priority	Recommended Action
Industry Expertise	Strong logistics and distribution presence regionally	Limited expertise in automation and smart logistics systems	High	High	Collab with automation and logistics technology training programs
Education Capacity	CDL and logistics programs available	Few advanced supply chain analytics programs	Medium	Medium	Expand supply chain technology curriculum
Employer Engagement	Major employers actively hiring	Small logistics operators less connected to workforce system	Medium	Medium	Increase outreach to regional operators
Workforce Navigation	Entry-level pathways relatively accessible	Advancement pathways poorly understood	Medium	Medium	Create career progression maps
Outreach & Awareness	Industry awareness moderate	Logistics careers often perceived as low-skill	High	High	Promote advanced logistics and technology careers
Data & Labor Market Insight	Good employment demand data exists	Limited forecasting related to automation impacts	Medium	Medium	Monitor automation-driven occupational shifts
System Coordination	Partnerships exist regionally	Cross-sector coordination remains inconsistent	Medium	Medium	Strengthen regional logistics collaboration



Information/Discussion Only.
Central Arizona Regional Workforce Board
Retreat/Executive Team Planning Session

Central Arizona Regional Workforce Board Retreat

Steve Clark, Executive Director
June 2026

Central Arizona Regional Workforce Board Retreat

- **July 21 – 9:00 am – 12:00 pm**
- **East Valley Career Center, Mesa**
- **Leadership Teams from COP/MC/Pinal**
- **Facilitator: Innovation Studio**

Central Arizona Regional Workforce Board Retreat

Potential Themes

- **“Building a Workforce Strategy for Regional Economic Growth”**
- **“From Compliance to Strategic Leadership”**
- **“Creating Arizona’s Competitive Workforce Advantage”**
- **“Aligning Talent, Industry, and Opportunity”**

Central Arizona Regional Workforce Board Retreat

Questions?

MCWDB Executive Committee Planning Session

Steve Clark, Executive Director
June 2026

MCWDB Executive Committee Planning Session

- **August 13 – 9:00 am – 12:00 pm**
- **West Valley Career Center, Glendale**
- **MCWDB Executive Committee**
- **Facilitator: Innovation Studio**

MCWDB Executive Committee Planning Session

Purpose:

- **Review Strategic Goals/Activities**
- **Review and Discuss Role of Youth Committee**
- **Review and Discuss Role of Workgroups**
- **Determine Areas of Focus for FY 27**
- **Building an Advocacy Agenda**

MCWDB Executive Committee Planning Session

Questions?



Information/Discussion Only.
Workgroup Updates:
Regional Workforce/ Economic Development

Regional Workforce & Economic Development Workgroup

Workgroup Update

- Last meeting: May 11th (11 attendees)
 - **Regional Forum Series & Regional Board Retreat:** Session survey results & discussion on retreat topics
 - **Regional business services:** BSR leaders surveying teams on the topic of interest for an August/Sept meeting
 - **Unified employer-facing document:** [Complete and posted online](#)
 - **Economic development updates:** Pinal & Maricopa County
- Next meeting: Monday, June 15th



Information/Discussion Only.

Workgroup Updates:

Advanced Manufacturing/Semiconductor Workgroup



Information/Discussion Only.

MCWDB Youth Committee Report



Call to Public.



Adjourn.
Next MCWDB Full Board Meeting:
August 6, 2026