



**Maricopa County Workforce
Development Board
2022 Strategic Plan**

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Background

The Maricopa County Workforce Development Board was established to assist the Maricopa County Board of Supervisors as the Chief Local Elected Officials in strategic planning, oversight and evaluation of the local workforce development area, as well as to promote effective outcomes consistent with statewide goals, objectives and negotiated local performance.

The MCWDB receives its authority in accordance with the Workforce Innovation and Opportunity Act (WIOA), signed into law on July 22, 2014, and comprises leaders representing the area’s geographic and business demographics in both private business and in the public sector.

The Maricopa County Workforce Development Board Vision

"We are a best-in-class workforce system that connects job-seekers to career opportunities and employers to skilled talent, stimulating economic prosperity and enhancing quality of life for all."

Members (June 16, 2022)

Bonnie Schirato, Interim Chair
Tivity Health

Loren Granger
Wells Fargo

Angela Creedon
Intel Corporation

Marcia Veidmark
SSC Underground

Brent Downs
St Joseph the Worker

Matthew Clark
Verizon

Christine Colon
Arizona Department of Economic Security

Scott Sudhalter
Dell Technologies

Gregg Ghelfi
Maricopa County Industrial Development
Authority

Shawn Hutchinson
Phoenix Electrical JATC

Grenee Martacho-Celuch
Concord General Contracting

Stan Chavira
United Food and Commercial Workers

Ismial Rangel
Arizona Department of Economic Security

Subhash Chandra
TBC Services, LLC

Jason Walker
Maricopa County Adult Probation

Tina Drews
Salt River Project

Leah Hill
Mayo Clinic

Scott Holman
Taiwan Semiconductor Manufacturing
Corporation

The board’s Executive Director, since January 2021, is Steve Clark.

Process Review

The process of crafting the Strategic Plan for the Maricopa County Workforce Development Board involved three primary types of activities: executive committee workshops, a values survey and operations team efforts.

The Executive Committee is a standing committee of the Maricopa County Workforce Development Board, and it served as the workgroup charged with producing the new strategic plan. The project team recognizes and appreciates the effort of the board members who participated in these extra efforts.

Bonnie Schirato

*Vice President, People and Culture Business
Tivity Health*



Shawn Hutchinson

*Apprenticeship Program Director
Phoenix Electrical JATC*



Loren Granger

*Human Resources Senior Recruiter
Wells Fargo*



Erik Cole (Former Member)

*Director, Design Studio for Community Solutions
Arizona State University*



Matt McGuire (Former Member)

*Executive Director
Arizona Healthcare Collaborative*



Leah Hill

*Manager, HR Workforce Education Investments
Mayo Clinic*



This workgroup met on January 20, March 17 and May 19. The objectives of the workgroup centered on establishing priorities and high-level aspirations for the region’s workforce development system and intentionally avoided detailed operational considerations.

In the workshops, the approach to the development of the new strategic plan was established, including the deployment to the entire board of a “values survey” that would incorporate the inputs of all the body’s membership in establishing the standards with would guide the board’s work. Later, that work was synthesized into categories of strategic goals, and the development of specific goals, actionable strategies and realistic metrics within each category was delegated to the board staff.

Finally, the goals and strategies were brought back to the Executive Committee for review. The group approved eight strategic goals within three categories and a total of 19 strategies that will make those goals realities.

The full board approved this strategic plan in a unanimous vote on June 16, 2022.

Reports on each workshop, presentations that were offered to the board, and the survey report are included as appendices to this document.

Goal Categories, Strategies and Metrics

The values which govern the work of the Maricopa County Workforce Development Board are summarized in five statements:

- We always to seek to maximize the impact of our work on the individuals we serve.
- We create impact through partnerships.
- The principles of honesty, dignity and respect govern our interactions with each other.
- We protect the integrity of this body via compliance with governing policies.
- Every activity is carried out with a commitment to excellence.

The goals which form the structure of the strategic plan are organized into three general categories. Within each category, between two and four specific goals were established.

Partnerships

- Goal #1: Optimize the culture of collaboration among the core partners and providers
- Goal #2: Expand the role of the Maricopa County Workforce Development Board in regional economic development efforts
- Goal #3: Expand the role of the Maricopa County Workforce Development Board in the local education ecosystem
- Goal #4: Strengthen regional collaboration among the Maricopa County Workforce Development Board and other local workforce areas.

Impact

- Goal #5: Increase participation of individual job seekers and businesses served across all Maricopa County Workforce Development Board title partner programs
- Goal #6: Maximize the scope of services available to individuals served by our title partner programs

Innovation

- Goal #7: Position the Maricopa County Workforce Development Board as a forward-thinking strategic leader
- Goal #8: Create system-wide standards derived from implemented best practices that improve the scope and quality of services from partners and providers

Category One: Partnerships

In the values survey that was deployed to the membership of the Maricopa County Workforce Development Board, respondents were asked to indicate the values they most preferred to serve as the priorities for the board's work. The most frequently selected response in any category was "partnerships," indicating the priority status in which the board views its role as "connective tissue" among the partners and providers who bring value to jobseekers and employers within Maricopa County's workforce development ecosystem. In the Executive Committee's workshops, a number of pertinent thoughts were expressed that led to this category of strategic goals, including a comment that the role of the board is to empower staff and partners to execute the vision of the board, not to insert itself into operational considerations.

Leah Hill

"We must leverage existing relationships and build new ones with jobseekers, employers and educators to change the narrative regarding career preparation and education through effective pathways models." – Leah Hill

Goal #1: Optimize the culture of collaboration among the core partners and providers

- *Strategy 1.A: Deploy a unified platform for partnership and referrals and ensure universal adoption of the chosen platform*

We will measure progress against this goal by tracking and reporting the percentage of partners and providers who have wholly adopted the unified platform.

Goal #2: Expand the role of the Maricopa County Workforce Development Board in regional economic development efforts

- *Strategy 2.A: Actively engage in partnerships with local and regional economic development organizations.*

The number of regional economic development partnerships and initiatives actively supported by staff and board members will be documented and reported.

Goal #3: Expand the role of the Maricopa County Workforce Development Board in the local education ecosystem

- *Strategy 3.A: Actively engage with K-12 school districts in bridging the career readiness gap between K-12 and post-secondary education institutions.*

Our methods for tracking progress within this strategy will depend on the detailed approach selected and deployed by the board and its staff.

- *Strategy 3.B: Convene employers and educational providers.*

Our methods for tracking progress within this strategy will depend on the detailed approach selected and deployed by the board and its staff.

- *Strategy 3.C: Construct a career literacy initiative that will support the educational system in introducing students to the local labor market's high-value career pathways.*

Our methods for tracking progress within this strategy will depend on the detailed approach selected and deployed by the board and its staff.

Goal #4: Strengthen regional collaboration among the Maricopa County Workforce Development Board and other local workforce areas.

- *Strategy 4.A: Explore best practices for regional collaboration.*

This work will be documented by the submission of *Annual Report: Best Practices in Regional Collaboration* by board staff. Participation in local and regional workforce-related initiatives will also be tracked and reported.

- *Strategy 4.B: Investigate the potential to establish a regional entity to support the pursuit of grants and other opportunities*

This work will be documented via a report on the annual meeting of regional workforce leadership, and/or annual progress reports on a regional collaboration charter

- *Strategy 4.C: Establish quarterly meetings to collaborate with other local workforce areas in addressing regional solutions to workforce development issues.*

This work will be documented via records of the regional collaboration meetings and/or an annual progress report on regional collaboration

Category Two: Impact

In the Values Survey, board members were asked to prioritize a number of potential statements that would guide the board’s work. The two highest-ranked statements both dealt with the topic of maximizing the impact of the workforce development system’s efforts:

1. We always seek to maximize the impact of our work on the individuals we serve.
2. We create impact through partnerships.

It was noted that the topic of increasing the numbers of jobseekers and employers served by WIOA-funded programs is regularly broached during board meetings when activity levels are reported. This goal category is a response to those concerns.

Matt McGuire

“These board members have a passion for finding great jobs for great people...There is no more important time for this body’s work than now.” -former Chair Matt McGuire

Goal #5: Increase participation of individual job seekers and businesses served across all Maricopa County Workforce Development Board title partner programs¹

- *Strategy 5.A: Develop and implement marketing and outreach strategies to drive participation and public awareness of the title partner programs in the ARIZONA@WORK system.*

We will measure progress within this strategy by tracking and reporting on the number of individual jobseekers and employers served by WIOA-funded programs.

- *Strategy 5.B: Build and leverage relationships with community-based organizations and local businesses to encourage partnerships with the title partner programs in the ARIZONA@WORK system.*

Measuring progress within this strategy will depend on the same data and mechanisms as Strategy 5.A, specifically the number of individual jobseekers and employers served by WIOA-funded programs

- *Strategy 5.C: Annually review, identify, and prioritize the in-demand industry sectors in Maricopa County.*

This work will be accomplished by the submission of the *Annual Industry Trends Report* prior to the Annual WIOA Report by board staff.

- *Strategy 5.D: Assess in-demand industry needs and education programs to identify gaps.*

This work will be accomplished by the submission of the *Annual Industry Trends Report* prior to the Annual WIOA Report by board staff.

- *Strategy 5.E: Convene in-demand sector stakeholders to develop career pathways to alleviate labor market shortages.*

The number of stakeholder groups convened or supported in key industry sectors will be tracked and reported.

Goal #6: Maximize the scope of services available to individuals served by our title partner programs

- *Strategy 6.A: Evaluate community resources to increase services and assets available to ARIZONA@WORK participants.*

This work will be accomplished by the submission of the *Annual Community Resources Report* by board staff prior to the Annual WIOA Report.

- *Strategy 6.B: Increase the number of providers on the Eligible Training Provider List (ETPL)*

The number of Maricopa County providers and programs on the ETPL will be tracked and reported.

¹ Title Partners include Workforce Development Activities (Title I), Adult Education and Literacy (Title II), and Wagner-Peyser Act (Title III), Rehabilitation Act of 1973 (Title IV).

Category Three: Innovation

Innovation is seen by the board as a high-value concept in the work of the ARIZONA@WORK Maricopa County. It was the second highest rated response in the values survey in the “Responsibility and Stewardship” category. It was made clear, however, in the Executive Committee workshops that pursuit of innovation purely for the sake of innovation has limited value and will not necessarily improve the impact of the workforce development system on jobseekers and employers in the region.

Bonnie Schirato

*“We need to become the connector between jobseeker and employer and to crosslink providers. As I’ve grown and become less reactive and more proactive, I’ve come to appreciate this body.” Interim Chair
Bonnie Schirato*

Goal #7: Position the Maricopa County Workforce Development Board as a forward-thinking strategic leader

- *Strategy 7.A: Research global best practices in workforce development.*

This work will be accomplished via attendance at professional conferences and engagement with innovative workforce areas across the nation.

- *Strategy 7.B: Create best practices for engaging the public on the topic of Maricopa County workforce trends*

Board staff will submit a recommended course of action that will improve, increase, and enhance the board’s presence on various social media platforms

Goal #8: Create system-wide standards derived from implemented best practices that improve the scope and quality of services from partners and providers

- *Strategy 8.A: Document and evaluate past strategies and initiatives*

Past and current strategies and initiatives of the board will be documented, and a report on the efficacy of these strategies will be submitted to the board.

- *Strategy 8.B: Identify and compile successful practices from core partners and providers*

Best practices of core partners and providers will be documented

Continuous Improvement Protocols

Progress toward each of these goals will be reported by the Executive Director on a regular basis. Each update will include progress within the current period, year-to-date activity levels, and strategies for furthering the progress in the coming period.

The new and enhanced responsibilities arising from this plan are summarized here into three categories:

Activities

- Annual meeting of regional workforce leadership
- Regional collaboration meetings
- Attendance at professional conferences
- Engagement with innovative workforce areas across the nation.

Deliverables

- Inventory and Evaluation of Past Initiatives
- *Annual Report: Best Practices in Regional Collaboration*
- Report on the annual meeting of regional workforce leadership, and/or annual progress reports on a regional collaboration charter
- *Annual Industry Trends Report*
- *Annual Community Resources Report*
- A recommended course of action that will improve, increase, and enhance the board's presence on various social media platforms

Regular Updates to the Board

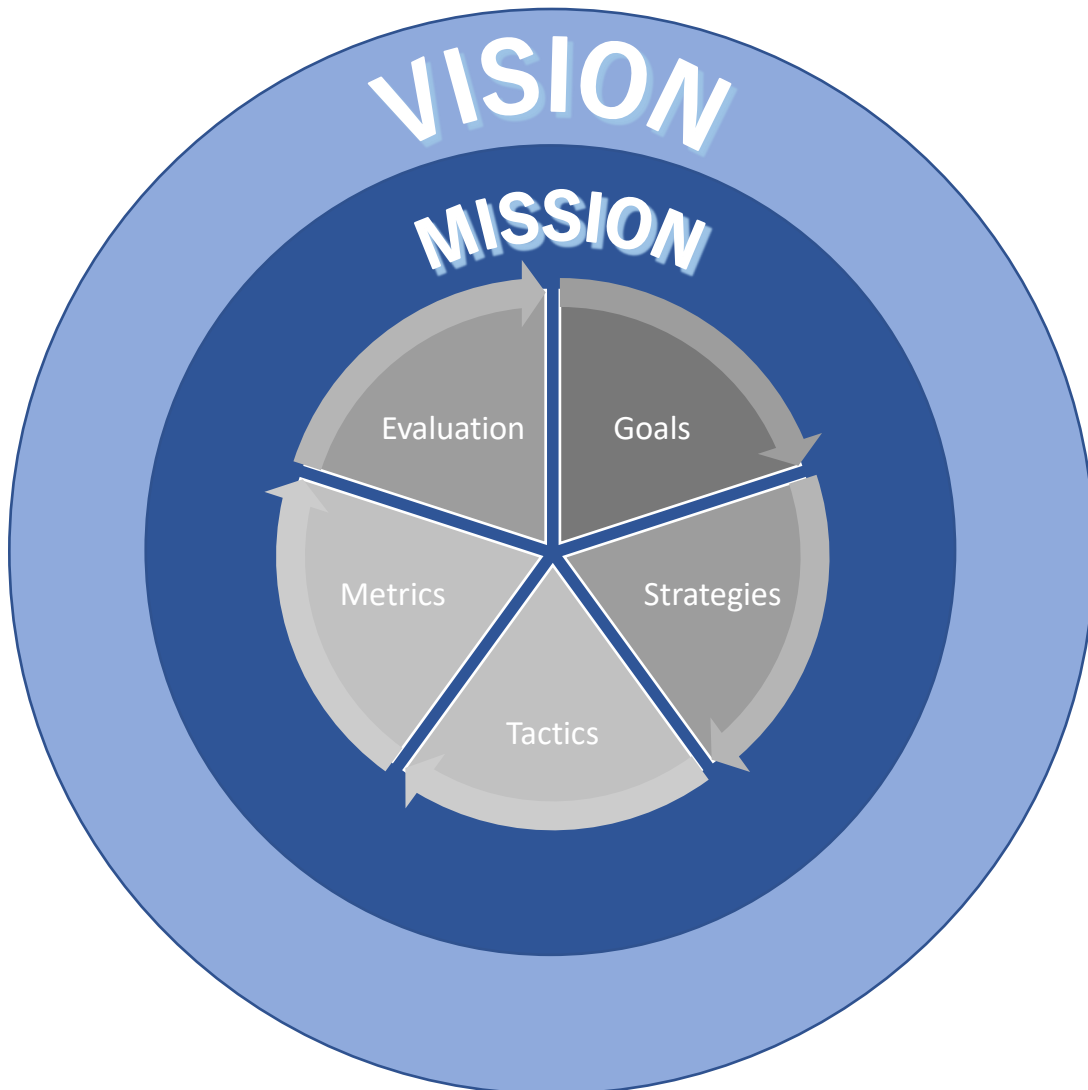
- The percentage of partners and providers who have wholly adopted the unified intake platform
- The number of stakeholder groups convened or supported in key industry sectors
- The number of regional economic development partnerships and initiatives actively supported by staff and board members
- Participation in local and regional workforce-related initiatives
- Best practices of core partners and providers

Addenda

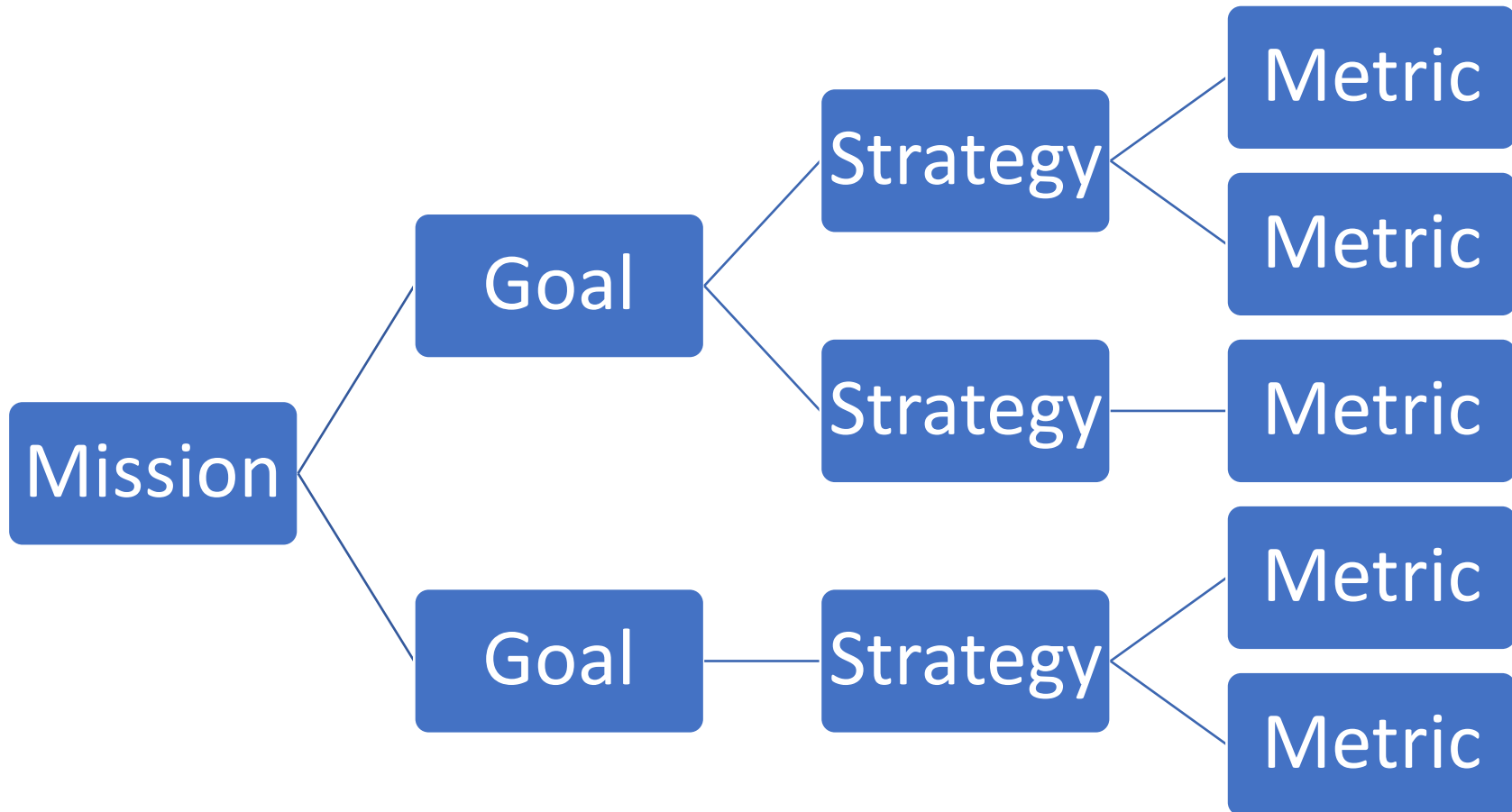
1. Handout: The Strategic Planning Lifecycle
2. Board Values Survey Report

The Strategic Planning Lifecycle

- Vision is the world we want to see.
- Mission is a description of what we are going to do to get us to that vision.
- Goals are the improvements we want to see in the areas that fall within our mission.
- Strategies are the efforts we will make to bring the goals to reality.
- Tactics are the detailed components of the strategies to which we are committing.
- Metrics are the standards and mechanisms by which we will measure our success.
- Evaluations are a standard effort to analyze performance against our goals and supplement or revise goals and strategies.



The Strategic Planning Lifecycle



Questions to consider:

- Why do you think the Workforce Innovation and Opportunity Act provides for Local Workforce Development Boards?
- Who is our customer?
- What realities can we and can we not impact?
- What is the potential impact of this board?
- What are the core competencies of this board?
- What is working for us?
- Where could we be better?
- What are we not doing that would bring real value?

Vision

I look at the Maricopa County Workforce Development Board in its ideal state and describe it this way:

Mission

I describe the role of the Maricopa County Workforce Development Board in making that vision a reality this way:
