

## 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.**

## GOALS

**Goal 1: Create a high-quality Workforce Development system**

**Goal 2: Build brand awareness of Workforce Development to increase utilization**

**Goal 3: Implement Regional Workforce entity**

**Goal 4: Build a self-sustaining system of Workforce Development**

**Goal 5: Design and utilize performance-based metrics that ensure capacity management and improve system outcomes**



## CHARACTERISTICS

### **Diverse Community**

- Spanish-speaking community
- High level of diversity
- Tolerance and diversity combined

### **Business and Growth Characteristics**

- Rapid growth of small business and population in general
- 65,000 new people in the past year
- Lowest unemployment in USA
- High relocation pattern for out-of-state people

### **Social Climate and Lifestyle**

- Independent mindset prevails in local area
- Largest Veteran population in country
- Large population of disconnected youth
- High number of homeless people
- Low level of education
- Proximity to the border of Mexico
- High poverty
- Low level of funding for mental health
- Heat factors into life style

### **Infrastructure Characteristics**

- Vast geographical expanse in service area
- Lack of sufficient public transportation

## GOALS AND STRATEGIES

**Goal 1:  
Create a High-Quality Workforce Development System**

<b>High quality Workforce Development characterized by:</b>	<b>Strategy:</b>
<ul style="list-style-type: none"> <li>• Strong education services to address employer needs</li> <li>• Ensure a strong apprenticeship program</li> <li>• Deliver effective training</li> <li>• Strengthen educational services</li> <li>• Deliver a high quality, seamless customer experience</li> </ul>	<p>➔ <b>Strategy 1:</b> <i>Identify programs in the areas of apprenticeships, trades, and industry certifications</i></p>
	<p>➔ <b>Strategy 2:</b> <i>Maintain a holistic approach featuring connection among multiple providers, ensuring seamless delivery</i></p>
	<p>➔ <b>Strategy 3:</b> <i>Increase engagement with businesses for capabilities and skills needed by employers</i></p>
	<p>➔ <b>Strategy 4:</b> <i>Increase digital access to information</i></p>

**Goal 2:  
Build brand awareness of Workforce Development to  
increase utilization**

<p><b>Brand awareness emphasizing value proposition</b></p>	<p><b>Strategy:</b></p>
<p><b>Employer-Focused</b></p>	<p>➔ <b>Strategy 1:</b> <i>Identify the industry sectors that make sense for Maricopa County</i></p>
	<p>➔ <b>Strategy 2:</b> <i>Identify employers in these sectors</i></p>
	<p>➔ <b>Strategy 3:</b> <i>Convene employers and educational providers</i></p>
	<p>➔ <b>Strategy 4:</b> <i>Learn gaps and identify the skills necessary to fill them</i></p>
	<p>➔ <b>Strategy 5:</b> <i>Employ Human-Centered Design approaches to answer the question "What's in it for me?" for employers</i></p>
	<p>➔ <b>Strategy 6:</b> <i>Target an 80% net promoter score</i></p>

<p>(Goal 2 cont.)  <b>Brand awareness  emphasizing value proposition</b></p>	<p><b>Strategy:</b></p>
<p><b>Job Seeker-Focused</b></p>	<ul style="list-style-type: none"> <li>➔ <b>Strategy 1:</b> <i>Ensure that job seekers know what the Workforce Development system does and provides</i></li> <li>➔ <b>Strategy 2:</b> <i>Employ Human-Centered Design approaches to answer the question “What’s in it for me?” for job seekers</i></li> <li>➔ <b>Strategy 3:</b> <i>Identify what related stakeholder resources are available to job seekers</i></li> <li>➔ <b>Strategy 4:</b> <i>Identify training pertinent to skills and aptitude to serve job seekers</i></li> <li>➔ <b>Strategy 5:</b> <i>Specify where there are jobs needing to be filled</i></li> <li>➔ <b>Strategy 6:</b> <i>Determine how the average job seeker finds out about ARIZONA@WORK</i></li> <li>➔ <b>Strategy 7:</b> <i>Establish how ARIZONA@WORK connects with job seekers who are not finding us</i></li> <li>➔ <b>Strategy 8:</b> <i>Ensure that job seekers know what the Workforce Development system does and provides</i></li> <li>➔ <b>Strategy 9:</b> <i>Ensure that job seekers know what the Workforce Development system does and provides</i></li> </ul>

**Goal 3:  
Implement Regional Workforce Entity**

<b>Regional Workforce Entity</b>	<b>Strategy:</b>
<ul style="list-style-type: none"> <li>• Establish a viable entity for serving the region</li> </ul>	<p><b>Strategy 1:</b> <i>Assess opportunities for a regional workforce development entity based on the local area</i></p>
<ul style="list-style-type: none"> <li>• Maintain Human-Centered Design approach</li> </ul>	<p><b>Strategy 2:</b> <i>Explore best and promising practices for a regional workforce development entity</i></p>
<ul style="list-style-type: none"> <li>• Ensure focus and flexibility</li> </ul>	<p><b>Strategy 3:</b> <i>Develop a business case for a regional workforce entity</i></p>
	<p><b>Strategy 4:</b> <i>Develop a roadmap for implementation of a regional workforce entity</i></p>

**Goal 4:  
Build a Self-Sustaining System of Workforce Development**

<p><b>Self-Sustaining System characterized by:</b></p>	<p><b>Strategy:</b></p>
<ul style="list-style-type: none"> <li>• Identified range of alternative funding sources in addition to federal Workforce Development agencies</li> <li>• Long-term partnerships with private sector partners, foundations, and other sources</li> <li>• Integrated funding sources that ensure a wide range of complementary services to employers and job seekers</li> </ul>	<p><b>Strategy 1:</b> <i>Complete a landscape analysis of all available funding opportunities in alignment with workforce objectives</i></p>
	<p><b>Strategy 2:</b> <i>Benchmark best-in-class workforce systems obtaining desired funding</i></p>
	<p><b>Strategy 3:</b> <i>Design a system to maximize alternative funding capture</i></p>
	<p><b>Strategy 4:</b> <i>Drive private sector money to this system</i></p>
	<p><b>Strategy 5:</b> <i>Seek private foundation money</i></p>
	<p><b>Strategy 6:</b> <i>Partner with private companies and industry associations in seeking funding sources for their needs</i></p>

## Goal 5:

### Design and Utilize Performance-Based Metrics that ensure capacity management and improve system outcomes

<b>Performance-Based Metrics:</b>	<b>Strategy:</b>
<ul style="list-style-type: none"><li>• Design meaningful and simple metrics</li><li>• Apply metrics that add value and facilitate understanding of all stakeholders</li><li>• Contribute to shared achievement through clarity of metrics</li></ul>	<b>Strategy 1:</b> <i>Map the customer experience</i>
	<b>Strategy 2:</b> <i>Utilize Value-Stream Mapping</i>
	<b>Strategy 3:</b> <i>Perform a gap analysis</i>
	<b>Strategy 4:</b> <i>Establish capacity building</i>
	<b>Strategy 5:</b> <i>Increase funding for in-demand occupations</i>
	<b>Strategy 6:</b> Increase the availability and utilization of industry certifications and apprenticeships
	<b>Strategy 7:</b> <i>Establish and utilize outcome-based performance metrics</i>
	<b>Strategy 8:</b> <i>Commit to continuous process improvement</i>





## VALUES

### **Customer-Centric Service**

- Customer-focused, human-centered design
- Inclusive service availability
- Fair access to all services for employers and job seekers

### **Public Trust and Accountability**

- Committed to ensuring public trust in service design and delivery
- Reliable, responsive, and accountable performance

### **Data-Driven and Performance-Based**

- Decisions based on accountability and performance-driven work and founded on qualitative and quantitative data
- Evidence-based services and programs

### **Responsive to a Changing Environment**

- Knowledgeable service design that anticipates current conditions
- Adaptability to a changing environment