



# WEST VALLEY PIPELINE REPORT

YEAR ONE: 2019 UPDATE

# OUR STORY

## of West Valley Pipeline

WEST VALLEY PIPELINE — is a Regional Workforce Development Implementation Strategy to serve as the guiding document for the West Valley of Metro Phoenix in building the talent pipeline to move this region forward in a competitive fashion, attract new businesses and create employment opportunities for residents. Maricopa County is the fourth largest county in the nation. Over the next 25 years, 49.5 percent of the growth in Maricopa County will occur in the West Valley, further validating the importance of this visionary study for the success of this area.

The West Valley Pipeline, with the leadership of WESTMARC, a West Valley regional hub representing 15 communities and 1.6 million residents, is designed to:

- Align resources to enhance workforce and education infrastructure for current and future occupations.
- Guide a diverse workforce to choose career pathways relevant to target industries.
- Provide employer access to responsive customized training, employee recruitment and business resources.

Implementing the West Valley Pipeline is a team effort. Its success depends on the continued participation of government, economic development, employers, workforce, education and training partners. A lead organization for each strategy will be identified. WESTMARC is prepared to support and coordinate the efforts of these West Valley Workforce Development Teams, and Industry Employer Collaboratives.

## WHY

1. Increase high wage employment in the West Valley.
2. Support current and future industry workforce needs.
3. Promote West Valley's skilled, educated workforce.
4. Improve quality of life for West Valley residents.
5. Reduce resident commute times for employment.



*“It takes true dedication for regional planning of any kind. We are fortunate to have over 19 contributors who not only dedicated financial resources to this important initiative, but also gave their time and organizational talent to ensure success. A special thank you to the West Valley Pipeline stakeholders..”*

**Sintra Hoffman President & CEO,  
WESTMARC**

# OUR STORY

## of West Valley Pipeline

In 2016, WESTMARC and regional partners, Maricopa Association of Governments and Arizona State University, conducted a series of workforce surveys and industry SWOT analyses among key stakeholders in order to get a 360° assessment of the West Valley, including:

- Industry
- Education and Workforce Development
- Local government
- Local Economic Development teams
- Commercial Real Estate
- Young Talent/Youth Leadership

WESTMARC and West Valley partners identified six industry sectors. These industries show potential to quickly develop industry-preferred talent pipeline channels.

- Advanced Business Services
- Advanced Manufacturing
- Aerospace and Aviation
- Health Services
- Information Technology
- Transportation and Logistics/Supply Chain Management

In 2017, with the assistance of business consulting firm Chabin Concepts, partnering with Applied Economics and FJMcLaughlin and Associates, WESTMARC compiled the data in partnership with Maricopa Association of Governments, Arizona State University and EMSI, which show the existing talent pool. To attract the high wage jobs in high intellectual capital industries, the West Valley Pipeline was created. The plan was finalized and adopted by the WESTMARC Board of Directors in 2018, with nine key strategies to implement over a five year period spanning 2018 – 2022.

The nine key strategies will aid West Valley Economic Development teams in attracting businesses who have quality jobs that West Valley residents seek, ideally to allow more West Valley residents to live/work/play in their communities of choice.

# WEST VALLEY STRATEGIES AND GOALS

## PILLAR 1

### INDUSTRY & EDUCATION PARTNERSHIPS

- **Address skills gap through partnerships**
- **Create career pathways for in-demand occupations**
- **Integrate soft skills in K-12**
- **Support STEM education**
- **Re-brand vocational education and Career & Technical Education (CTE)**

## PILLAR 2

### COMMUNICATION STRATEGIES

- **Convey consistent message to employers**
- **Build key message platform**
- **Re-brand vocational education and Career & Technical Education (CTE)**

## PILLAR 3

### COMMUNITY OUTREACH

- **Operate regional collaborative business outreach program**
- **Conduct resident and commuter survey**

# PILLAR I: INDUSTRY AND EDUCATION PARTNERSHIPS

## STRATEGY A: Address Skills Gaps through Industry, Education, and Workforce Partnerships

### Purpose:

Create collaborative industry sector partnerships for initial industry sectors: Health Services, Information Technology/Cyber Security, and Advanced Business Services.

### 2019 Goals:

- Create collaborative industry sector partnerships for initial industry sectors: Health Services, Information Technology/Cyber Security, and Advanced Business Services.
- Invite industry representatives from existing Industry Advisory Committees with West Valley community colleges, ARIZONA@WORK, West-MEC, education, and WESTMARC to join in the partnership and provide advice on their training needs.
- With input from industry reps, build on the Gap Analysis by validating and refining the skills requirements.
- Map existing career pipelines by education and training providers.
- Develop a plan to provide curriculum and create a transparent pipeline.



# PILLAR I: INDUSTRY AND EDUCATION PARTNERSHIPS

## STRATEGY A: Address Skills Gaps through Industry, Education, and Workforce Partnerships

### Accomplishments to Date:

- Coordinate with marketing partners to substantiate messages and communications to target industries about talent development programs and services.
- Coordinate with schools, training providers, employment agencies, and others to integrate messaging and communications to job and career seekers about local opportunities for career pathways, pipelines, advancement, and salary in each industry sector.
- WESTMARC's Board of Directors serves as West-MEC's Industry Advisory Commission.
- Healthcare Career Expos in partnership with Career Connectors, ARIZONA@WORK Maricopa County, and Goodwill of Central and Northern Arizona. Employer roundtables with education partners and workforce development staff.
- Skilled Trades Expo in partnership with Estrella Mountain Community College, West-MEC (Western Maricopa Education Center), ARIZONA@WORK Maricopa County, industry partners and employers.
- Partnership with West Valley Innovation Alliance (WVIA) to identify West Valley IT start-up companies and provide mentoring to prepare them to become market-ready and able to pitch to investors.
- Convened West Valley Pipeline Education Partners Sub Committee, composed of leadership from K-12, CTE, Maricopa County Community College District, Post-Secondary education, and workforce development professionals. Identified committee chair: Dr. Patti Beltram-CTE Director-PUSD.
- Identifying key data points for validation by industry partners.

### Next Steps 2020 - 2022:

- Duplicate the process for the Advanced Manufacturing, Aerospace and Defense, and Transportation and Logistics industry sectors.
- Integrate soft skills into K-12 curriculum.
- Support STEM education.

30% Completion

# PILLAR I: INDUSTRY AND EDUCATION PARTNERSHIPS

## STRATEGY B: Create Career Pathways for In-Demand Occupations

### Purpose:

To establish an education and workforce network with clearly defined and industry-informed career pathways.

### Accomplishments to Date:

- Coordinate with Pipeline AZ (funded by the Maricopa County IDA) to ensure the work being done by everyone is coordinated.
- Identify six targeted In-Demand Industries, each with the top-25 In-Demand Occupations.

### 2019 Goals:

- Convene employer collaboratives using the US Chamber Foundation's Talent Pipeline Management (TPM) model in Health Services, Information Technology/Cyber Security, and Advanced Business Services, to validate information on occupations, skills, and future skill needs.
- Map job families within each industry sector by leveraging information from industry leaders, education and workforce development partners, and other stakeholders.
- Map the possible career progression connections within and across job families.
- Develop a graphic or map showing the pathways for the top occupations in each industry sector.
- Publish the pathways or maps on the WESTMARC talent development website page.
- Promote the pathways to:
  - Education and training providers to recruit students into the pipeline
  - Students and parents to help make career and education decisions
  - Industry to recruit graduates for open positions or internships
  - Economic development professionals to recruit targeted industries

### Next Steps 2020-2022:

- Use the TPM model to convene employer collaboratives, review existing career lattices and repeat the goals for key industries: Advanced Manufacturing, Aerospace and Avionics, and Transportation and Logistics.
- Develop strategies to fill gaps, eliminate redundancies, expand capacity where needed.

26% Completion

# PILLAR I: INDUSTRY AND EDUCATION PARTNERSHIPS

## STRATEGY C: Integrate Soft Skills in K-12 Curriculum

### Purpose:

Promote a ready-for-work population that is sought-after by employers.

### 2020-2022 Goals:

- Promote a ready-for-work population that is sought-after by employers.
- Become familiar with the Arizona Office of Economic Opportunity's Arizona Career Readiness Credential (ACRC), the Arizona Department of Education Professional Skills, the National Employability Skills Framework and certification through ACT Work Keys, and other existing "soft-skill" resources.
- Convene K-12 educators and administrators to adopt the philosophy and determine the approach to integrating soft skills into every part of students' school career.
- Sign Memorandums of Understanding or adopt protocols among educators, schools, and school districts that outline approaches, expectations, resources, and other expectations of participation.
- Prioritize the schools or districts that will implement the model.
- Adapt curriculum with integrated practices and expectations.
- Conduct a funding campaign for corporate sponsorships and community investment to support acquisition of programs, course materials, professional training, and other resources.
- Set target date for implementing and reviewing results.
- Through business outreach visits and different messaging platforms, ensure employers are aware of and contributing to the efforts to improve the West Valley's workforce soft skills.

0% Completion

*"ASU's West campus is committed to partnering with WESTMARC and its members to cultivate a talent pipeline of graduates who create innovative solutions to challenges facing the West Valley today and tomorrow. We work closely with community partners to create degrees that empower our graduates to thrive in areas including healthcare, business and logistics, IT and cybersecurity, arts and performance, biotechnology, and pharmacology to name just a few."*

Todd Sandrin, Dean, New College of  
Interdisciplinary Arts and Sciences,  
Arizona State University

# PILLAR I: INDUSTRY AND EDUCATION PARTNERSHIPS

## STRATEGY D: Support STEM Education

### Purpose:

To prepare students for today's and tomorrow's jobs through fully-funded science, technology, engineering, and math (STEM) educational programs.

### 2020-2022 Goals:

- Establish a STEM Coalition to advocate for current and expanding STEM education opportunities and teacher training.
- Support bond measures, grant applications, and other funding resources by helping to create factual rationale for the need for STEM and CTE.
- Document and promote to students, parents, employers, and prospective employers STEM programs in the West Valley region.

0% Completion

*“A quality education is the foundation for any successful community. Buckeye is proud of our partnership with the Palo Verde Education Center, West-MEC and Estrella Mountain Community College. They provide an array of educational opportunities for West Valley residents close to home. Students can choose their path and learn a quality trade to help the local economy or springboard to a university in a few years. These remarkable educational facilities are a huge asset for the entire West Valley.”*

Honorable Jackie Meck, Mayor,  
City of Buckeye

# PILLAR II: COMMUNICATION STRATEGIES

## STRATEGY E: Convey Consistent, Regular, and Valued Messages to Employers

### Purpose:

To effectively convey the West Valley message of unparalleled customized training and employee recruitment, screening, assessment, placement and incentives to existing and prospective businesses.

### Accomplishments to Date:

- Coordinate messaging with the Greater Phoenix Economic Council (GPEC) and other economic development partners.

### 2019 Goals:

- Develop printed version of the webpage as an employer resource booklet that is distributed by economic and workforce development representatives calling on existing and prospective businesses.
- Conduct a collaborative review of workforce development websites related to the development of the WEST-MARC employer talent development page.
- Enhance the WESTMARC website by adding an “employer talent development” page for customized workforce training and related services.

### Next Steps 2020-2022:

- Enhance target employer messaging by key workforce development resource providers (websites, social media, print)
- Work with the Industry-Education-Workforce Partnerships to create ready-to-go workforce development programs to address new business attraction or expansion initiatives.

24% Completion

# PILLAR II: COMMUNICATION STRATEGIES

## STRATEGY F: Build a Key Message Platform

### Purpose:

To create and maintain a focused communications program for West Valley economic and workforce development professionals using a key message platform that is supported with factual proof points, images, and testimonials.

### Accomplishments to Date:

- Collect the marketing messages being used by economic and workforce development professionals.
- Compose new or modify existing messages deemed necessary to speak to each of the targeted audiences.
- Determine the data that will support each message.
- Identify the person or organization who will act as the gatekeeper for this information; someone who will collect or oversee the collection and updating of data.
- Compile information for proof points.
- Collect appropriate photos, graphics, testimonials to support key messages and proof points for printed and electronic materials.
- Adopt the key message platform.
- Share messages with economic and workforce development partners; encourage them to use.
- Begin using messages and proof in marketing materials, activities, and communications.
- Review and modify existing materials and websites as necessary.
- Schedule periodic updates to keep data and information timely.
- Conduct a full review annually to update messages and proof points as necessary, as well as contact information, emails, phone numbers, sources, and hyperlinks.
- Convene Marketing Subcommittee composed of West Valley city Public Information Officers and other stakeholder's communications staff.
- Develop monthly calendar of key messages derived from West Valley Pipeline data findings.
- Obtain \$50k grant from Tohono O'odham Nation for messaging, marketing and rebranding the West Valley and West Valley Pipeline.
- Hire a writer to compose monthly articles around key messages/data derived from the West Valley Pipeline and coordinated with the monthly calendar messaging.
- Create videos to share on social media outlets to accompany the monthly articles.
- Meet with media partners to share information, articles and West Valley interests/goals/successes.
- Create co-branded collateral/brochure with CBRE: West Valley Report.
- Co-host the West Valley Report Launch at CBRE with approximately 200 participants.

### Next Steps 2020-2022:

- On-going collaboration and messaging.

56% Completion

# PILLAR II: COMMUNICATION STRATEGIES

## STRATEGY G: Re-brand Vocational / Career and Technical Education (CTE)

### Purpose:

To shift the public perception of CTE training, jobs, wages and career advancement opportunities.

### Accomplishments to Date:

- WESTMARC Board of Directors is serving as the West-MEC Adult Advisory Council.

### 2019 Goals:

- Build on the partnership between WESTMARC member organizations, West-MEC member school districts, West-MEC and Maricopa Community College District leadership to constantly and consistently convey and prove the fact that CTE is a proven pathway to a well-paying career of a student's choosing and is a proven and effective pathway to post-secondary education.
- Actively promote and educate the value of career and technical education (CTE) via multiple media outlets.
- Encourage and work with school districts within West-MEC's district boundaries to make a sincere and ongoing effort to promote the value of career and technical education.
- Establish the practice of including presentations by West-MEC and Maricopa Community College District faculty and administrators during freshman orientation and similar events to encourage students and parents to consider a career and technical education.
- Encourage and assist WESTMARC member cities and organizations to actively promote regional CTE programs as a way to meet target industries' needs.
- Increase the number of strong partnerships with local target industry sector businesses.
- Engage these businesses in working with CTE providers and local CTE Advisory Councils on curriculum development relevant to industry demands.
- Encourage employers to provide paid internships and pay for up-to-date training and technology.
- Support and promote career paths that show in demand occupations, career progressions, salaries and local employment opportunities.
- Engage students through internships, field trips, and job shadowing at employer sites.
- Host teachers, parents and career counselors at employer sites.
- Create case studies of career success that include testimonials from students and employers about the benefits of CTE training and jobs.
- Working with ADE, CTE's, high school CTE Departments and post-secondary institutions, create a collaborative marketing plan for CTE.

### Next Steps 2020-2022:

- 2020 West Valley regional CTE event.

30% Completion

# PILLAR III: COMMUNITY OUTREACH

## STRATEGY H: Operate a Collaborative Business Outreach Program

### Purpose:

To create a plan for economic development, workforce development agencies and partners to jointly visit local businesses, and to communicate a coordinated message.

### Accomplishments to Date:

- Target key employers that may require a joint visit or a follow-up visit with multiple representatives for a more extensive discussion of specific services or needs.
- City inventory of Business Retention and Expansion activities and contacts.

### 2019 Goals:

- Form a West Valley Workforce Coalition of business outreach representatives.
- Establish a method and protocols for
  - Conducting visits, making referrals, and sharing information
  - Resources available and delivery systems
  - Messaging and communication strategies
- Explore purchasing software or licenses for economic development and workforce development partners to facilitate collaborative visits and referrals.
- Publish a simple and concise West Valley Resource Directory that includes all local, regional, state and federal resources related to workforce development. Publish the directory on each partners' website or establish links.
- Print as needed on a quality printer or have commercially printed no more than a one-year supply to be used in proposals mailed to or left with employers during business retention/expansion and attraction meetings.

### Next Steps 2020-2022:

- Update the information and re-publish annually.
- Evaluate EMSI Business Retention and Expansion data platform.

10% Completion

# PILLAR III: COMMUNITY OUTREACH

## STRATEGY I: Conduct a Resident and Commuter Survey

### Purpose:

To validate the quantity and quality of the West Valley regional workforce with primary data.

### 2019 Goals:

- Determine the survey questions.
- Select the survey tool.
- Conduct an early test of the survey to learn if there are any inconsistencies, unclear instructions, and how long it takes to complete.
- Make any necessary revisions.
- Promote the survey and its purpose.
- Periodically send reminders to email contact lists and through press releases.
- Compile and share results with key stakeholders, survey respondents, and the public.

0% Completion

## SUMMARY

Workforce is a key decision factor when companies determine their next site for business operations. West Valley leaders understand the importance of supporting implementation of West Valley Pipeline over a five-year period and beyond. West Valley Pipeline lays a solid the foundation and roadmap for developing and growing a high-quality workforce to serve targeted industries in this region. We know that continuing to attract leading companies will provide high-wage employment for West Valley residents and improve their quality of life by working close to home. Changing this employment paradigm will have a ripple effect on other aspects of a strong community. West Valley education are rich in opportunity with a growing and improved K-12 system, additional choices, and over 25 post-secondary education opportunities. But this plan is more than just growing numbers – it's making strategic connections between industry and education that will really move the needle. We look forward to your continued engagement as we move the West Valley forward together.

# APPENDIX

Appreciation is extended to the dozens of stakeholders who participated in the West Valley Workforce Development Plan. Their participation ensured that the project team was provided information and diverse opinions.

Special thanks to the WESTMARC Board of Directors, Committee Members, and staff for their leadership and hard work to ensure that this project was inclusive and thorough.

## EDUCATION / WORKFORCE DEVELOPMENT

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## GOVERNMENT AND EDO

Tyler Gentry, Arizona Commerce Authority  
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## BUSINESS AND INDUSTRY

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Les Meyers, White Tank Mountains Conservancy  
Karla Moran, SRP

## COMMERCIAL REAL ESTATE

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Kurt Rosene, Novo Development  
Bill Cook, Plaza Companies  
Ron Ensley, The Opus Group

# FUNDING PARTNERS



AVIAGE SYSTEMS  
昂际航电

Avondale



City of Phoenix



# NOTES

- The percentages complete have been calculated based on the accomplishments to date, based on the full 5 years of the implementation phase. Strategies C and D are scheduled for implementation beginning 2020.
- Strategy G: Re-brand vocational education and Career & Technical Education (CTE) is listed under both Pillars 1 and 2 because it is relevant to each.



*15 Communities... One Voice*

**Western Maricopa Coalition**

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