



WEST VALLEY PIPELINE REPORT

YEAR TWO: 2020 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.

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:

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.

- 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

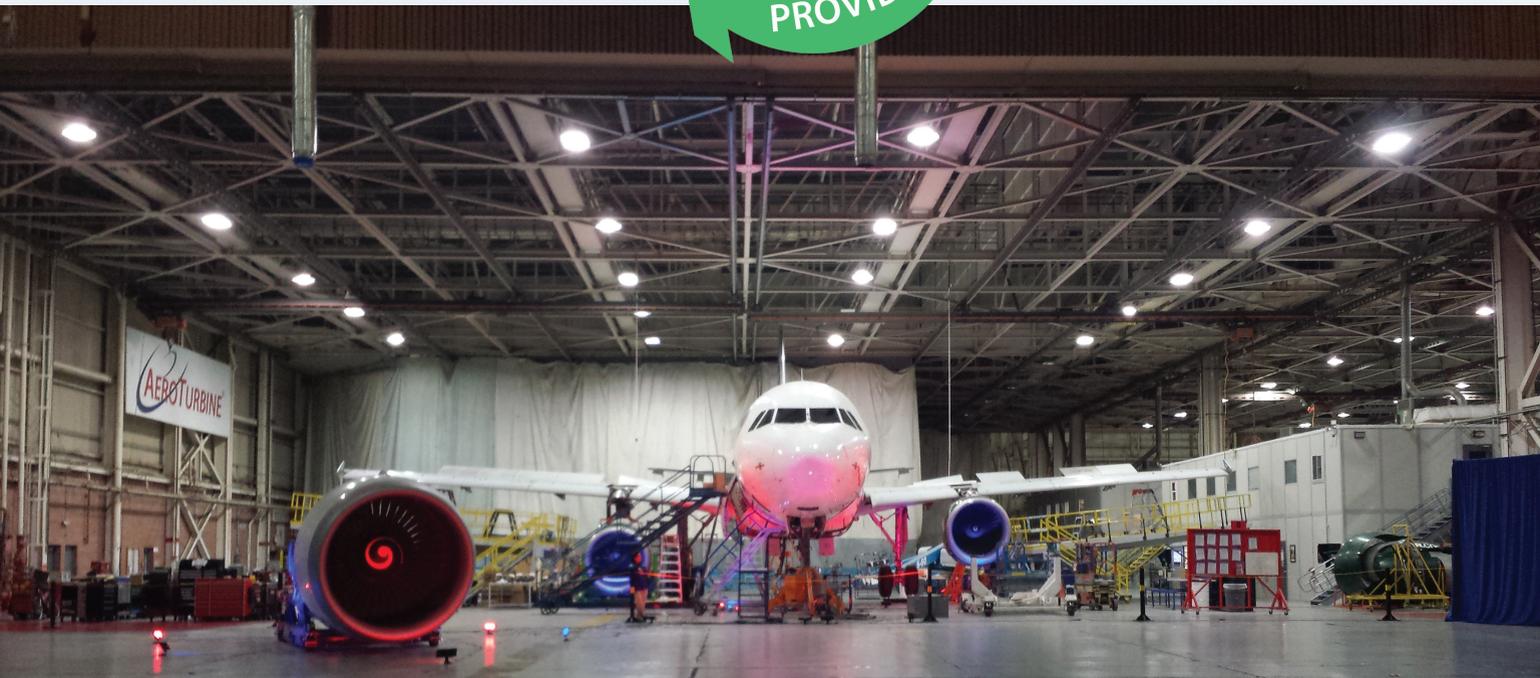
COMMUNICATION STRATEGIES

- 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 all target industry sectors.

Sample of Year 2 Accomplishments:

ARIZONA@WORK Maricopa County:

Relocation of ARIZONA@WORK Maricopa County West Valley Career Center – December 2019 (Grand Opening Ribbon Cutting Ceremony March 2020)

- A more easily accessible location allows for more frequent and effective collaboration with industry partners and representatives
- The \$400,000 per year cost savings to Maricopa County, also allows for those dollars to be invested back into the robust workforce program already in place for job seekers and employers
- With a more central location, it provides easier access for our clients to many of our educational partners, such as Glendale Community College

Inaugural West Valley Career Fair held - February 2020

- The first step for ARIZONA@WORK Maricopa County to create collaborative industry sector partnerships was to design a West Valley Career Fair focused specifically on the targeted industry sectors
- Collaboration between the Business Services Team from ARIZONA@WORK Maricopa County and the Arizona Department of Economic Security was instrumental in securing a strong roster of employers

ARIZONA@WORK and Arizona Manufacturing Extension Partnership (AZMEP)

- Working to create collaborative industry sector partnerships, we established a relationship with Tanya Perkins, Senior Client Advisor for AZMEP (Arizona Manufacturing Extension Partnership), focused on the West Valley
- Their overall outlook is positive as they see the current situation leading to manufacturing jobs returning to the US as businesses are re-evaluating their reliance on overseas supply chains

ARIZONA@WORK Partnership with PipelineAZ – Retail & Logistics Virtual Hiring Event

- Powered by PipelineAZ, #C19AZ was a community-wide effort to help Arizonans impacted by COVID-19 get back to work.
- Provided Job seekers the opportunity to be matched with real time local job listings aggregated in one place, the #C19AZ Greater Phoenix Retail & Logistics Virtual Hiring Event www.azatwork.pipelineaz.com
- Jobseekers were paired with a free career coach to guide them to opportunities and help them interface with employers, were able to attend virtual hiring and training events and gained new skills from home through online training and fast-track certification programs
- Employers were able to immediately view job seekers who matched needed skills, hosted virtual hiring events and able to request 1:1 virtual interviews on the same day, and had access to the largest pool of workforce and education partners to design pathways for future skilled candidates

PILLAR I: INDUSTRY AND EDUCATION PARTNERSHIPS

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

ARIZONA@WORK Maricopa County establishing and enhancing relationships with targeted industry sectors

- The ARIZONA@WORK Maricopa County Workforce Board approved funding to add several new staff positions to prepare our workforce services to handle the expected increased job-seeker activity as a result of the economic downturn caused by the COVID-19 pandemic.
- increased Business Services staff allowing for each targeted industry to have a focused Business Services Representative available to address needs of employers
- Partnering with WESTMARC, PipelineAZ and Brightworks Consulting to host industry spotlight hiring events for each of the targeted industry sectors

Northern Arizona University:

- APS funded an NAU faculty line to create a new degree program, a B.S. in Electrical Engineering Technology. The program will award academic credit for training that Palo Verde provides to its employees that leads to licensure as a nuclear reactor operator or senior reactor operator.
- NAU, APS and Estrella Mountain Community College created a pathway from the AAS in Power Systems Technology into NAU's Bachelor of Interdisciplinary Studies Industrial Leadership degree. This program allows students to transfer up to 90 credits from EMCC and the NAU courses can be completed on the EMCC campus or online.
- NAU formed a partnership with GCC and Discover Financial to provide classes on-site to its employees. Students earn an AAS in Organizational Management at GCC and complete a Bachelor of Interdisciplinary Studies in Strategic Leadership from NAU. The program emphasizes strategic thinking, leadership, managing change and understanding organizational finances.
- In fall 2020, City of Peoria police officers will finish a Master of Organizational Leadership program that was offered on-site by NAU at the Peoria Police Headquarters. Courses topics included: Leadership; Ethics; Diversity, Conflict and Communication; Strategic Planning and Project Management.



PILLAR I: INDUSTRY AND EDUCATION PARTNERSHIPS

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

Arizona State University West Campus:

- Creates custom communication education programs for employers
- Public-private partnership provides workforce accelerator certificate programs in technology areas
- Online and hybrid industry certified cybersecurity bootcamps

West-MEC:

(Achieved Goals/Learning Objectives)

- Learning environments reflect economic demand and exemplify the highest standards and technological capabilities.
- All teachers receive resources and professional support.
- West-MEC Adult Education provides exceptional CTE programs for adult learners.
- Identified potential Adult Education programs to offer to adult learners.
- Improved the quality of Adult Education Instruction.
- Established a promotion campaign for enrollment in Adult ED.
- Developed system for advisory boards that ensure consistent, robust participation among all programs.
- Developed a tiered system for business and industry partner engagement and participation in West-MEC activities.
- Developed a more comprehensive partnership with West-MEC alliance.

(Sampling of initiatives)

- Corning manufacturing students & Adult ED partnership.
- Independent Electrical Contractors (EIC) partnership.
- Partnership with State Board of Cosmetology for testing.
- Pima Medical Institute.
- Chrysler Fiat.



PILLAR I: INDUSTRY AND EDUCATION PARTNERSHIPS

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

Center for the future of AZ:

- CFA's RetailWorks AZ supports the important role the retail sector plays in Arizona's economy and in the lives of many Arizonans, whose first job experience and skills are often acquired in retail and help develop professional skills that are applicable to other sectors. Through this initiative, CFA brings education and employee development together in support of front-line, entry level retail workers to make it easier and faster for retail workers to move up the career ladder within retail across Arizona and build a pipeline of skilled talent for adjacent sectors such as hospitality, healthcare, and business services.
- 20+ retailers across Maricopa County, most with stores in the West Valley and some have headquarters in the West Valley (Fry's, PetSmart) engaged in a Retail Employers Network to catalyze changes in upskilling and progressive talent management practices at retailers
- 15+ different workforce development partners collaborating to promote retail careers and transferable skills to other sectors, and provide training and development for job seekers and incumbent workers. Workforce Development partners include Arizona@Work City of Phoenix and Maricopa, Chicanos Por La Causa, Goodwill, Arizona Office of Economic Opportunity, Dress for Success, Boys & Girls Club, Maricopa County Community Colleges and others.
- Upskilled 500+ job seekers and incumbent workers on the National Retail Federation (NRF) Rise Up Credential Retail Industry Fundamentals curriculum.
- Launched National Retail Federation RISE-Up training programs through 23 workforce development organizations.
- Received approval for the National Retail Federation RISE-Up curriculum and credentials to be added to the A-F list for Career & Technical Education programs across Arizona High Schools.
- National Retail Federation RISE-Up credentials approved for Prior Learning (PLA) credit at Rio Salado College for one course (Marketing) in the eight course Retail Management Certificate program.
- Launched AZRetailCareers.com website (www.azretailcareers.com) to close knowledge gap about retail careers for job seekers, incumbent workers and workforce development partners and support the many displaced retail and hospitality workers during COVID-19.

2020-2022 Goals:

- Create collaborative industry sector partnerships for all target industry sectors.
- 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.

42% 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.

Sample of Year 2 Accomplishments:

Arizona State University West Campus:

- Provides a platform for learning and real-world simulation to fortify supply chains.
- Provides an array of resources for innovators interested in bringing their health-related business concepts to market.

ARIZONA@WORK Maricopa County:

Enhance Relationships with West Valley Economic Development Teams - April 2020

- In order to reach targeted industries in the West Valley and help create career pathways to in-demand occupations, it was essential to build relationships with the Economic Development teams in each city
- This tour was transformed into email introductions and virtual meetings, which, although not in person, still allowed us the opportunity to further develop existing relationships in the cities of Avondale, Buckeye, Glendale, Goodyear, Litchfield Park and Peoria
- The goal was to learn as much as possible about each community and how we could best serve them. We shared an example of how our labor market information resources could assist employers in becoming more competitive in seeking and securing the most sought-after candidates for specific highly skilled jobs
- We further explained that working closely with WESTMARC and GPEC, we too are committed to enhancing economic development and quality of life in the West Valley. We stressed the need for further developing partnerships that address skills gaps, establishing collaborative business outreach programs and creating pathways for the in-demand occupations

Center for the future of AZ:

Arizona Pathways to Prosperity creates seamless educational, training, and credentialing opportunities for students that are aligned with industry needs in high-demand, high-growth industry sectors, leading to increased educational attainment and a strong talent pipeline for employers. CFA works with 40+ K-12 and postsecondary education partners and 60+ industry and community partners across Maricopa, Pima, Pinal, and Yuma counties. The college and career pathways target Arizona growth sectors including IT & cybersecurity, advanced manufacturing, health & bioscience, and energy. CFA launched cyber-security apprenticeships with Kudelski Security and students from the Phoenix Union High School District. The students are high school juniors and have committed to a 4-year apprenticeship. As part of the apprenticeship, students will earn dual credits from MCCCD and industry certifications and will gain critical work experience at Kudelski. Key learnings from this pilot project will serve to inform apprenticeships as CFA supports potential future expansion in the West Valley in conjunction with Peoria Unified School District.

"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

PILLAR I: INDUSTRY AND EDUCATION PARTNERSHIPS

STRATEGY B: Create Career Pathways for In-Demand Occupations

Northern Arizona University:

- BAS in Logistics and Supply Management - offered in partnership with EMCC who is developing an AAS in Logistics and Supply Chain Management. NAU will provide classes on-site at EMCC in Fall 2021.
- B.S. in Fitness/Wellness – NAU and GCC worked together to build an Associate to Bachelor of Science in Fitness and Wellness pathway. The bachelor's degree courses will be offered on the ground at GCC in fall 2021. This program prepares students for NAU's MA in Athletic Training program or its Doctorate in Physical Therapy degree; both options are available at the Phoenix Biomedical Center.
- RN to BSN Concurrent Enrollment Programming – offered by NAU in partnership with Glendale Community College and Estrella Mountain Community College. Students complete their RN and their BSN at the same time making them career ready once their RN is completed. NAU allows up to 90 credits to transfer into our BSN degree making it an affordable option for BSN degree completion.
- Clinical Nurse Specialist – Prescribing (CNS – P) – NAU developed a new certificate in Clinical Nurse Specialist – Prescribing. Nurses with a master's degree who are interested in obtaining prescriptive authority in Arizona enroll in this self-paced, online program.
- Bachelor of Interdisciplinary Studies in Applied Human Behavior – partnership formed with Glendale Community College's AAS in Behavioral Sciences. This partnership prepares students to work at Social Service and Community Health agencies. Students are then prepared to enter NAU's Master's in Social Work, MA in Clinical Mental Counseling, M.Ed. in School Counseling program, or NAU's new Doctor of Psychology in Clinical Psychology - all offered at NAU's North Valley Campus.

West-MEC:

(Achieved Goals/Learning Objectives)

- Created a wide variety of opportunities for West-MEC stakeholders to advocate at the local, state and national levels, strengthening West-MEC's ability to achieve it's mission of "Preparing students today for tomorrow's careers."
- Developed and identified meaningful and targeted supports for student learning, using a team approach with counselors, teachers, and campus wide staff.
- Intentionally labeled post-secondary connections to broaden pathways for continued career learning.
- Further developed career services systems and services to support students.
- Developed a system to identify and build future Central Programs with guidance from business and industry.
- Increase collaboration efforts between teachers and the career center.

(Sampling of initiatives)

- 90/30 post-secondary and higher education pathway.
- Environmental Sustainability Program.
- Dual and Concurrent Enrollment.
- College and Career Readiness.
- Power Sports Technical Program.
- Biomedical Science Program.

"The West Valley is a growing community, and the world's interconnectedness makes it increasingly important to align strategic priorities between education, business, and industry to support the growth. We need to continue to leverage our resources to develop the current and future workforce needs. EMCC and GCC are well-positioned to provide the education and training necessary for our West Valley business partners, and we look forward to continued opportunities for partnership."

Dr. Rey Rivera -
President Estrella Mountain Community College

PILLAR I: INDUSTRY AND EDUCATION PARTNERSHIPS

STRATEGY B: Create Career Pathways for In-Demand Occupations

2020-2022 Goals:

- 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



MANUFACTURING



34% of Manufacturing workers in Maricopa County, live in the West Valley

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.

Sample of Year 2 Accomplishments:

Arizona State University West Campus:

(Oral History & Storytelling Lab:)

- Provides communication and public speaking instruction in K-12 classrooms
- Oral History and Storytelling Lab
- Provides opportunities for multigenerational families to gather and record their oral histories

West-MEC:

(Achieved Goals/Learning Objectives)

- Connect West-MEC staff and stakeholders to current and future student recruitment activities.
- Developed communication strategies for stakeholders where English is not the primary language.
- Further developed the Exceptional Student Services process and procedures.
- Developed a culture of safety consistent across all campuses and programs aligned with industry standards.
- Create a resource guide available for instructors of interventions categorized by academic and social/emotional areas.
- Identify and share critical work activities for CTSO advisors to better support effective, co-curricular student learning experiences and leadership development opportunities.
- Created a Student Ambassador Program.

(Sampling of initiatives)

- Addition of Empowering Students through Professional Skills to PD Premier Series.
- Offering Arizona Career Readiness Credential.
- Using skills to succeed through Accenture/Goodwill Foundation.
- Electronic Mock Interview.

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.

16% Completion

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.

Sample of Year 2 Accomplishments:

ASU West Campus

NCUIRE New College Undergraduate Inquiry & Research Experiences

- Provides paid and/or course credit hands-on research experience for undergraduate students

Maricopa Community Colleges TRAIN-STEM Scholarships

- A competitive scholarship program that provides funding for transfer students from Glendale Community College, Phoenix College, and South Mountain Community College, in a variety of science and math related fields

IBM Cyber Day for Girls

- Hundreds of 8th grade girls introduced to cybersecurity skills, degrees and careers

Cybersecurity Challenge

- A competitive hack-a-thon for high school and college students

SESEL (STEAM Education Scholarship and Experiential Learning)

- An initiative to support faculty in their quest to explore the scholarship of STEM teaching and learning

SummerUp Camps

- SummerUp high school camps expose students to STEM fields such as Forensic Science

ASU Osher Lifelong Learning Institute

- Provides non-credit, university-quality learning experiences for adults ages 50+ through: – diverse classes – campus-based learning opportunities – public service initiatives

West-MEC:

(Sampling of Initiatives)

- Addition of Elementary Liaison
- Access & Equity
- New STEM Labs for future programs

Center for the Future of Arizona

CFA completed the second year of a highly successful pilot for the Possible Futures middle grades career literacy and guidance curriculum. Possible Futures is a part of the Pathways to Prosperity initiative. The project directly impacted over 1,200 students and 41 teachers across 19 schools in Phoenix, Tucson and Yuma. The curriculum provides high-quality, research-based career exploration for students in grades 6–10 and helps young people develop a future-ready mindset with a skillset to match. The curriculum is filling a significant gap in career guidance at the middle school level and is helping to put more students in pathways and on a trajectory to earning the skills and credentials recognized by industry in the healthcare, information technologies, and advanced manufacturing sectors. Not only did students learn more about STEM fields and Arizona workforce opportunities, but teachers also expanded their knowledge of STEM fields and specific career opportunities within those industries. In response to COVID-19, CFA's Pathways to Prosperity initiative planned for virtual teacher externships to be held July 2020. CFA worked with the Greater Phoenix Chamber of Commerce and the Arizona Business and Education Coalition to recruit 15 employers including Banner, APS, Schwab, and Cox Media. Twenty-three educators from

PILLAR I: INDUSTRY AND EDUCATION PARTNERSHIPS

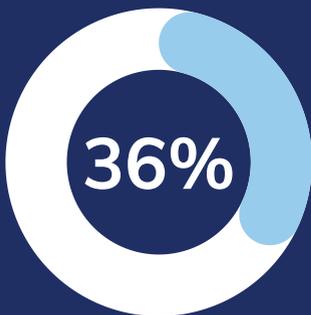
across the state participated in the virtual externships to enhance their career pathway networks. This model maximizes connections between industry and educators while providing both parties the opportunity to customize industry-specific solutions that improve student outcomes and meet workforce needs.

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.

37% Completion

HEALTHCARE



36% of Healthcare workers in Maricopa County, live in the West Valley

“The strength of our West Valley community is built on the collaborative efforts of industry, municipalities, and education. A core component for institutions of higher education is to help prepare and train the workforce for expanding labor market needs. Developing and building strong industry partnerships helps to ensure a relevant curriculum while also providing internship opportunities for students as future leaders in our community.”

Teresa Leyba Ruiz,
President, Glendale
Community College

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.

Sample of Year 2 Accomplishments:

- Coordinating messaging with the Greater Phoenix Economic Council (GPEC), Arizona Commerce Authority (ACA) & West Valley economic development & communications professionals.

2020-2022 Goals:

- Update the West Valley Workforce brochure as an employer resource booklet that is distributed by economic and workforce development representatives calling on existing and prospective businesses.
- Enhance the WESTMARC website by adding an “employer talent development” page for customized workforce training and related services.
- 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.

31% 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.

Sample of Year 2 Accomplishments:

- Convened Marketing Subcommittee composed of West Valley city Public Information Officers and other stake- holder's communications staff.
- Developed monthly calendar of key messages derived from West Valley Pipeline data findings.
- Hired a writer to compose monthly articles around key messages/data derived from the West Valley Pipeline and coordinated with the monthly calendar messaging.
- Created videos to share on social media outlets to accompany the monthly articles.
- Met with media partners to share information, articles and West Valley interests/goals/successes.

Center for the Future of Arizona:

CFA Talent Strategies that Support the Values, Concerns and Goals of Arizona's Young Talent Arizona's young leaders are critical to our state's future success and we need their talents and contributions as leaders today and tomorrow. What will keep these leaders in Arizona and contributing to Arizona businesses and organizations in all sectors? To answer these questions, the Center for the Future of Arizona (CFA) embarked on an important research project and listening journey. It was designed to capture the highest priorities of Arizona's young talent and provide Arizona leaders and employers in every sector with a new understanding of young Arizonans' values and aspirations. The short-term objective is to provide Arizona with a set of metrics for the Young Talent Progress Meter, the last of 8 progress meters developed by CFA and its partners to help measure progress on the issues that matter most to Arizonans. The long-term goal is to ensure that Arizona remains a place of great opportunity and "the place to be" for young talent. Through a partnership with WESTMARC, the perspectives of young leaders across the West Valley have been captured throughout this project. WESTMARC served as co-convenor of a focus group of young leaders across sectors to offer their experiences and insights on what connects them to their communities and workplaces and what might cause them to go elsewhere. From this process, a group of West Valley rising leaders was invited to join the newly formed Young Talent Advisory for CFA, which continues to advise on the Young Talent Progress Meter and strategies to inform policy and practice that are responsive to young Arizonans. With the support of WESTMARC and other critical partners, CFA is preparing to launch the Young Talent Progress Meter in October, which will highlight the issues of key concern to young Arizonans and engage leaders statewide in dialogue and action to move forward on these concerns.

2020-2022 Goals:

- On-going collaboration and messaging.
- 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.
- Collect appropriate photos, graphics, testimonials to support key messages and proof points for printed and electronic materials.
- Share messages with economic and workforce development partners; encourage them to use.
- Conduct a full review annually to update messages and proof points as necessary, as well as contact information, emails, phone numbers, sources, and hyperlinks.
- 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

61% 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.

Sample of Year 2 Accomplishments:

Northern Arizona University:

- NAU worked with West-MEC, EMCC and GCC to create academic pathways that include dual enrollment offered to West-MEC students by EMCC and Glendale CC. All three schools worked together to promote these opportunities to high school students and parents. The idea is to expose them early to academic pathways that lead to well-paying careers in high demand areas. Academic Pathways include: Criminal Justice; Emergency Management, Power Systems Technology, Culinary, IT Security, Physical Therapy Assisting, Automotive Technology, and Welding.
- 2019-2020 West-MEC Data
- 1.59% percent of students participate in early college opportunities, when available (10% growth over previous year)
- Higher percentage of participation is likely in programs with a strong articulation to an AAS degree (e.g. Energy, IT Security).
- Early college programs serve students with equity. iv. 17 West-MEC programs offer Dual /Concurrent/Articulated college credit opportunities vs 15 programs the previous school year.

Arizona State University West Campus:

- Creating pathways to AA and bachelor degrees in:
 - Physical Therapy
 - Precision Machining
 - Welding
 - Culinary Principles
 - Fire Science
 - Coding
- Veterinary Sciences
- Automotive Technology
- Emergency Medical Technician
- Energy & Industrial Technology
- IT Security
- Law, Public Safety and Security

ADVANCED BUSINESS SERVICES



32% of Advanced Business Services workers in Maricopa County, live in the West Valley

TRANSPORTATION & LOGISTICS



45% of the Transportation & Logistics workers in Maricopa County, live in the West Valley

PILLAR II: COMMUNICATION STRATEGIES

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

West-MEC:

(Achieved Goals/Learning Objectives:)

- Business, industry, and community members recognize and support West-MEC's mission and vision, program development, and the benefits it provides to local and statewide communities.

(Sampling of Initiatives:)

- 360 degree and drove videos to promote in-demand and high-opportunity programs.
- Dynamic recruiting in K-12 with a focus on introducing students to CTA as early as elementary school.
- Why I hire in CTE
- Alumni – A day in the life.
- Instagram CTE stories.
- Did you know Microsites.
- Interviews, 5 question, 10 seconds.
- Interviews, 5 questions, 1 word.
- Podcasts.
- Issue Digital Publishing.

2020-2022 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.

44% 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.

Sample of Year 2 Accomplishments:

- 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.

2020-2022 Goals:

- 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.
- Evaluate EMSI Business Retention and Expansion data platform.

11% 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.

Year 2 Accomplishments:

The Purpose of this strategy will be satisfied via the Maricopa Association of Governments (MAG) trip reduction survey process and findings.

2020-2022 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.

45% 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 is 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.

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.

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.

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