

Goal 1: Enhance the talent pipeline of work-ready individuals and connect that diverse workforce with high quality, sustainable jobs.

| Strategies | Actions | Metrics |
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| Invest in Career Pathways that respond to employers' needs and job seekers' interests. | Develop specific Career Pathways through integrated core and other partners based on industry sector needs. | Diagram of career pathways by targeted industry sector. |
| | Publicize Career Pathways information on the ARIZONA@WORK Pinal County website. | Update website. |
| Stimulate the development of small and micro businesses in Pinal County. | Prepare approaches for attracting and expanding small and micro-businesses in Pinal County, fully integrating business retention and expansion, including adult and youth as resources. | Recommended approaches reported to board for approval; number of job seekers starting businesses; number of people completing training on entrepreneurial effort; number of new small businesses and expansion of existing small businesses. |
| | Integrate partner providers such as SBA and Arizona Commerce Authority, small business collaboration, as well as local chambers of commerce in Pinal County. | Report to board demonstrating partners included. |
| | Partner with Cities' economic development endeavors supporting small business. | Report to board demonstrating involvement of cities. |
| | Establish a focused entrepreneurial training and education in Pinal County in collaboration with educational partners. | Report to board on streamlined approach to entrepreneurial training. |
| Integrate quality of education at all levels to support a strong talent pipeline with longevity of purpose. | Invest in the capacity to address soft skills and hard skills needed in targeted industry sectors. | Number of graduates in ACRC (soft skills). Number of relevant industry certifications, licenses, and credentials per industry sector (hard skills). |
| | Integrate stackable credentials into programs to serve employers and job seekers. | Number of stackable credentials earned by industry sector. |
| Direct and shape work readiness through education (K-12), GED/HSE preparation, and workforce development. | Specify work readiness needs for industry sectors and employer organizations. | Present a list of work readiness needs by industry sector to the PCWDB. |
| | Explore current programs and approaches that K-12 partners offer to prepare students for general work readiness and for careers in targeted industry sectors. | Present a list of programs and approaches by partner to the PCWDB. |
| | Facilitate the process of earning licenses, certifications, or credentials in targeted industry sectors. | Report to the PCWDB number of licenses, certifications, or credentials in targeted industry sectors. |
| | Use technology to introduce careers to high school students. | Report to the PCWDB on number of students reached via technology. |

| Strategies | Actions | Metrics |
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| Coordinate workplace training, including post-secondary and college-readiness initiatives. | Collaborate with Business Service Delivery team on ongoing business needs assessment and follow up measurement with businesses on skill readiness. | Needs assessment report; Evaluation report to the PCWDB. |
| | Systematically deliver and refine the information that ARIZONA@WORK career advisors receive relative to real-world career needs and opportunities. | Summary of what is provided to career advisors; survey of career advisors and results reported to the PCWDB. |
| Design a robust system of referrals to community-based services to transcend barriers to employment. | Explore and identify currently existing services and their needs for resource support. | Report to PCWDB of services and needs. |
| | Confer with partner providers to identify resources to support job-seeking clients for mutual benefit of industry and job seekers. | Report to PCWDB on defined process for guiding job seekers to career preparation. |
| | Implement community-based services, including housing, transportation, and other identified support needs. | Report to the PCWDB on documented list of supportive services. |
| | Measure the effectiveness of supportive services to support job readiness. | Evaluation of support services. |
| Connect people seeking jobs with high-quality, sustainable | Establish a common method of pre-qualifying job applicants to meet specific company needs. | Summary report to PCWDB of pre-qualification method by industry sector. |
| | Identify gaps in the job pipeline. | Summary report to PCWDB of gaps by industry sector. |
| | Track hiring retention, and promotions by industry sector. | Quarterly report to PCWDB of hiring, retention, promotion by industry sector. |
| | Establish a Youth Council that emphasizes needs and communication regarding building the talent pipeline of youth. | Recruit five members to Youth Council. |

| Goal 2: Establish the Pinal County Workforce Development Board as the central convener facilitating workforce activities in the region, rural and non-rural. | | |
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| Strategies | Actions | Metrics |
| Become the strategic convener to familiarize everyone in Pinal County with programs and services. | Clarify and coordinate for Board and others all existing workforce activities, as they vary by program requirements. | Report to the PCWDB on meetings hosted involving partners and providers by date. |
| | Expand connections including Business Services across local workforce development areas. | Report to the PCWDB on meetings with other local areas by date. |
| | Conduct specific meetings that include stakeholders currently delivering services and the public to familiarize everyone with what exists. | Report to the PCWDB on meetings with employers in specified sectors; with members of the public, communicating sector strategies. |
| | Integrate specific outreach to cities, towns, and government officials. | Documented meetings |
| | Ensure a presence of ARIZONA@WORK Pinal County for all major stakeholder entities, such as Pinal Partnership, chambers of commerce. | Documented participants. |
| | For every yearly Pinal County Town Hall, include a segment that emphasizes ARIZONA@WORK, emphasizing ARIZONA@WORK in the 2021 session. | Report to PCWDB on annual participation. |
| | Ensure Board of Supervisors support of coordinated outreach and marketing for Pinal County Workforce Development. | Report to BoS on outreach: companies and individuals. |
| Engage with employers in targeted sectors: advanced manufacturing, health services, natural renewable resources, aerospace and defense, transportation and logistics, and tourism. | Establish an assigned group responsible for outreach to specific sector employers on a regularly scheduled basis. | Individual member of Goal Work Group team assigned to sector employers; report to Board, specifying outreach. |
| | Coordinate with Goal Group One on the development of Career Pathways. | Report to the PCWDB on meetings with Goal Group One. |
| | Coordinate with Goal Group One on their curricula for job readiness preparation, including basic hard and soft skills. | Report to the PCWDB on meetings with Goal Group One. |
| Facilitate workforce activities in northern and eastern rural portions of the County. | Establish a dedicated task force that addresses needs to these parts of Pinal County. | Task force assigned; reports to Board |
| | Deliver the range of services needed in these parts of the County. | Needs assessment report to Board. |
| | Evaluate the effectiveness of services to northern and eastern Pinal County. | Documented service provision; impact on unemployment by location within the County; impact on poverty rate; free and reduced lunch for students; average annual household income |
| Be the strategic voice between goals of PCWDB and state-level workforce development organizations (DES and ACA) to drive innovative change as a whole. | Demonstrate leadership in monthly state-level meetings of ARIZONA@WORK to influence statewide service commitment and delivery. | Documented participation; updates to Board relative to opportunity areas that affect Pinal County |
| | Communicate to the PCWDB the strategic linkage among the State, Pinal County and PCWDB directions at PCWDB meetings. | Summarize unified direction; local plan aligned with State Plan, and regional integrity of direction; report to Board. |

Goal 3: Create aligned and innovative methods of service delivery that demonstrate relevance and responsiveness in a changing economy.

| Strategies | Actions | Metrics |
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| Align services in a manner that responds to changing employer and environmental needs. | Ensure resource support of identified sectors for Pinal County: tourism, natural resources, advanced manufacturing, aerospace and defense, health care, and transportation and logistics. | Report to board. |
| | Benchmark against other regions regarding innovative methods of service delivery in state and USA. | Update to board on trends. |
| | Coordinate with Goal Group One to integrate efforts with Career Pathways and stackable credentials to meet employer and job seeker needs. | Report to board. |
| Establish responsibility for connecting systemic needs to existing systemic resources. | Establish a quarterly review process to support alignment. | Report to board on service alignment based on data. |
| | Coordinate with Goal Group Two to identify the workforce needs and support for cities and towns in Pinal County. | List of workforce needs by city and town, including new employers and related. |
| | Identify and procure multiple funding sources to support the workforce efforts. | Summary to PCWDB of funding sources by type. |
| | Explore the relevance and utility of a 501(c)(3) as a means of funding, including outreach to existing workforce boards that have incorporated this approach. | Exploratory report for board consideration. |
| | Evaluate and publicize ROI associated with funds allocation. | Report to PCWDB on ROI of funds allocated. |
| Ensure an evidence-based approach to the location of physical job centers. | Analyze County statistics and perform an environmental scan to determine where to locate physical centers. | Report to PCWDB with recommendations. |
| | Explore recently acquired data to interpret locational and mobile unit needs based on population characteristics (income, location, and related). | Recommendation to board: Specified direction based on data analysis report. |
| Explore the potential for innovative application of technology and virtual services. | Ensure that all citizens in Pinal County have access to workforce services, virtual reality, LanSchool (interactive from a core location to virtual access points), and live chat. | Recommendation to PCWDB on virtual options. |
| | Integrate full internet service and comprehensive service support at all satellite and affiliate centers to serve employers and job seekers. | Each site's conformance to satellite and affiliate center checklist; report to the Board confirming service levels. |