

**Statewide Vision:** An Arizona for everyone.

**Agency Vision :** All Arizonans have access to economic opportunities.

**Agency Mission:** Strengthens Arizona’s workforce and economy.

**Agency Description:** The Arizona Office of Economic Opportunity (OEO) coordinates workforce development strategy and evaluation, monitors the state's tax and regulatory competitiveness, and produces labor market, economic and demographic research and analysis. OEO is also home to the Arizona Finance Authority, which offers innovative, responsible, and sustainable financing solutions for public and private borrowers.

**Resource Assumptions:** Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

<b>FY</b>	<b>FTEs</b>	<b>Funding Types:</b>	<b>GF</b>	<b>AF</b>	<b>NAF</b>	<b>FED</b>	<b>Total</b>
23	5		\$514,700	\$0	\$8,530,200	\$3,050,500	\$12,095,400
24	5		\$2,523,300	\$0	\$6,626,600	\$7,413,900	\$16,563,800
25	5		\$3,502,300	\$0	\$6,626,600	\$7,413,900	\$17,542,800

\*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

**Executive Summary:**

The Arizona Office of Economic Opportunity (OEO) identified the following five outcomes as integral to the Agency’s mission to coordinate workforce development, monitor tax and regulatory competitiveness and produce labor market, economic, and demographic research and analysis. These outcomes serve to sustain a rapidly growing economy with a sustained and supported workforce:

1. Increase the number of apprentices in indemand industries by 20% by June 2029.
2. Connect 450 microbusinesses to \$4.5 million in loans by June 2029.
3. Increase the percentage of Arizonans enrolled in high-impact training programs that lead to high-quality jobs by at least 60%.
4. Improve the effectiveness of the Arizona workforce system by publishing 15 workforce evaluation reports by 2029.
5. Develop a minimum of two finance programs within the Arizona Finance Authority to support economic development and job creation by June 2029.

**Breakthrough Project:**

The OEO has identified the following outcome as our Breakthrough Project for 2024 - *Create a multi-year strategy for a training resource initiative drawing upon insights from the recent "High-Impact Training (HIT) Programs Report," including identification of funding.*

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Increase the number of apprentices in in-demand industries by 20% by June 2029.	FY25	Affordable and Thriving Economy	Arizona can address the growing need for workers in sectors with a high need for workers such as construction and trades, by expanding Registered Apprenticeship Programs, which offer a proven pathway to high-paying jobs through an earn-as-you-learn structure.
2	Connect 450 micro-businesses to \$4.5 million in loans by June 2029.	FY25	Affordable and Thriving Economy	Access to capital is limited for Arizona's 85,000 microbusinesses and microloans can stimulate economic growth and make an impact on local communities.
3	Increase the percentage of Arizonans enrolled in high-impact training programs that lead to high-quality jobs by at least 60%.	FY25	Affordable and Thriving Economy	Arizona has an Eligible Training Provider List (ETPL) for adults and dislocated workers that does not yet have a methodology to measure training effectiveness using quality metrics such as completion rates and wage gains over time.
4	Improve the effectiveness of the Arizona workforce system by publishing 15 workforce evaluation reports by 2029.	FY25	Affordable and Thriving Economy	Arizona needs to enhance its workforce evaluation system by integrating key data elements from relevant agencies to support data-driven policy and funding decisions that promote quality jobs and long-term impact
5	Develop a minimum of two finance programs within the Arizona Finance Authority to support economic development and job creation by June 2029.	FY25	Affordable and Thriving Economy	Arizona's communities face several barriers to accessing low -cost capital and technical assistance for many types of projects such as public infrastructure, affordable housing, and clean energy.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
<p>1) Increase the number of apprentices in indemand industries by 20% by June 2029.</p> <p>2) Connect 450 micro-businesses to \$4.5 million in loans by June 2029.</p> <p>3) Increase the percentage of Arizonans enrolled in high-impact training programs that lead to high-quality jobs by at least 60%.</p>	<p>1.1) Increase the number of construction/trades apprentices from 4K to 6K by end of 2025.</p> <p>1.2) Develop two new Registered Apprenticeship Programs (RAPs) by the end of June 2025.</p> <p>2.1) Issue \$5M in grants funds to a network of lending partners covering at least 5 counties by June 2025.</p> <p>2.2) Close 50 loans by June 2025.</p> <p>3.1) Create a multi-year strategy for a high-impact training initiative (including identification of funding) by June 2025. BREAKTHROUGH</p> <p>3.2) Increase the percentage of Arizonans enrolled in high-impact training programs that lead to high-quality jobs by 5% by June 2025.</p>	<p>1.1) Number of construction/building trades and other in-demand industry apprentices.</p> <p>1.2) Number of Registered Apprentice Programs initiated/funded with help from OEO.</p> <p>2.1) Total funds granted and list of lending partners by geographic area.</p> <p>2.2) Number of micro-business loans.</p> <p>3.1) % of Multi-year Strategy milestones complete</p> <p>3.2) % of individual enrolled in high-impact job programs.</p>	<p>1.1.a). Implement BuildItAZ Apprenticeship initiative including capacity grant awards, targeted outreach campaign, and policy improvements.</p> <p>1.2.a) Establish a workforce grants office to fund work-based learning/apprenticeships.</p> <p>2.1.a) Complete grant solicitation process(es) and disperse funding to eligible entities across state.</p> <p>2.2.a) Track and monitor loan activity per grant agreements with lending partners.</p> <p>3.1.a.) Work with the Governor's Workforce Arizona Council to adopt the high impact training initiative as a key priority.</p> <p>3.1.b)Secure the Governor's Workforce AZ Council adoption the High Impact Training Initiative (based on as a strategic priority.</p> <p>3.2.b) Increase providers' access to, participation in, and completion rates of training programs with a proven track record of success.</p>

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
<p>4) Improve the effectiveness of the Arizona workforce system by publishing 15 workforce evaluation and labor market reports by 2029.</p> <p>5) Develop two finance programs within the Arizona Finance Authority to support economic development and job creation by June 2029.</p>	<p>4.1) Publish three workforce evaluation reports and a demographic report by June 2025.</p> <p>5.1) Relaunch the Greater Arizona Development Authority (GADA) and close one financial assistance round by June 2025.</p>	<p>4.1) Number of reports published</p> <p>5.1) Verification of program launch/existence.</p> <p>5.2) Funds invested, financings/closings.</p>	<p>4a) Establish two new data sharing agreements with external state agencies.</p> <p>4b) Develop and implement comms/stakeholder engagement strategy to maximize reports reach.</p> <p>4c) Pursue grants and a pay-as-you-go model for workforce and educational evaluation data system.</p> <p>5a) Develop and implement comms/stakeholder plan to connect rural borrowers to GADA.</p> <p>5b) Execute first round of GADA technical assistance funding to rural borrowers.</p>

**Stakeholder Engagement Plan (Summary):**

**Internal:** OEO’s internal stakeholder plan aims to foster strong communication, collaboration, and alignment amongst our staff. By ensuring that all team members are informed, engaged, and empowered, we enhance organizational cohesion and effectiveness in achieving our goals. We bring this plan to fruition through ongoing information sharing, alignment to the Governor’s priorities, agency mission and annual objectives, as well as inviting feedback and input and creating a collaborative environment.

**External:** OEO’s work can only be successful through engagement with various stakeholders. To be successful with the FY 24-25 objectives, OEO plans to prepare objective-specific external stakeholder plans that clearly identify key stakeholders, engage with those organizations and individuals, and deploy communications to those stakeholders with clear calls for action. OEO seeks to collate the program-specific stakeholder engagement strategies and create cross-cutting strategies that further all the agency outcomes and objectives, where possible. This will help the agency and its employees speak with one-voice and cross-promote key programs. Additionally, the work with stakeholders also encompasses the Governor’s Arizona Workforce Council and the Arizona Finance Authority.

**Communication Plan (Summary):**

**Internal:** OEO works to foster two-way communication with employees and to ensure team members feel connected to the mission, outcomes and objectives of the agency. Weekly the CEO prepares a report out of major accomplishments and events as well as relevant mission news clips to stay connected with the staff. The CEO also hosts monthly all hands meetings to provide strategic agency wide updates, share and celebrate about accomplishments, bring external speakers or trainers, to have managers present on team initiatives or projects, and preview the priorities and events in the month ahead. Moving into FY 24-25, the CEO has appointed an a leader to organize employee engagement efforts that will support more employee empowerment, communication, recognition, and team unity.

**External:** A majority of agency outcomes, objectives and initiatives require strategic communications with key partners across state agencies, local workforce boards, the state workforce system, industry partners, community colleges, and state and local elected officials, and more. OEO will use its knowledge of its stakeholders and key audiences to plan and deploy a variety of communication tools including a strategic communications plan for key objectives to include tactics such as convenings, the Arizona Workforce Summit, a statewide labor market and demographic conference. Plus, we will also deploy and use tools such as e-blasts, the agency website, campaign landing pages, and microsities, social media platforms, and press releases to reach stakeholders effectively. Additionally, communications plan span the responsibilities and initiatives of the Governor’s Arizona Workforce Council and the Arizona Finance Authority.