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VETREADY ARIZONA

Strategic Framework & Implementation Companion

Prepared to accompany the VetReady Arizona Vision

For agency, workforce, employer, and community partners

This companion sits alongside the VetReady Arizona Vision and translates the shared case for action into a practical framework for statewide partners.

Consultation and Collaboration

This strategic framework reflects consultation with state agencies, workforce organizations, employer and industry groups, military transition stakeholders, education and training partners, and community organizations that contribute to Arizona's veteran-ready ecosystem.

Consultation Groups and Statewide Efforts: Arizona Veteran Employment Committee (AVEC)

State and public partners

- Governor's Office of Youth, Faith & Family (GOYFF)
- Arizona Department of Veterans' Services (ADVS)
- Arizona Department of Economic Security (ADES)
- Arizona Commerce Authority (ACA)
- Office of Economic Opportunity (OEO)
- Workforce Arizona Council
- Arizona Office of Tourism (AOT)
- Veteran Caucus Employment Subcommittee (VCES)

Workforce, education, and community partners

- Workforce development boards
- Community-based veteran-serving organizations
- Arizona Coalition for Military Families (ACMF) - Be Connected®
- Arizona licensing boards
- Education and training institutions
- Healthcare and behavioral health partners

Be Connected® is a registered trademark of the Arizona Coalition for Military Families.

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Employer, industry, and regional partners

- Arizona Manufacturers Council (AMC)
- Arizona Builders Alliance
- Arizona Chapter, Associated General Contractors of America, Inc. (AZAGC)
- Arizona Technology Council (AZTC)
- Aerospace, Aviation, Space, and Defense (AASD) Committee
- Aerospace Defense Forum, Arizona Chapter
- Arizona Workforce Development Coalition (AWFDC)
- Arizona Healthcare Advocacy Coalition (AHAC)
- Chambers of Commerce; Arizona Association for Economic Development
- GPEC

Military and transition partners

- Military installations
- TAP and education offices
- ESGR
- DM50
- Fighter Country Partnership
- Yuma 50
- Fort Huachuca 50
- Southern Defense Alliance
- Southern Arizona Leadership Council

Overview

VetReady Arizona is a coordinated statewide strategy that retains more military-connected talent already in Arizona, attracts additional talent to the state, connects that talent to high-demand industries, supports whole-family stability, and measures results over time. It builds on assets Arizona already has, including Be Connected, the broader Ecosystem of Support, established cross-sector partnerships, and the foundation created through the Arizona Roadmap to Veteran Employment.

This version also applies the Military Transition Intercept Model (MTIM) as an implementation lens MTIM helps partners map support across the transition timeline, strengthen coordination during the first 18 months after separation, and identify where strengths or gaps exist across key transition domains.

This companion translates that opportunity into an operating framework for partners. It is written for state agencies, workforce entities, employers, military transition partners, education and training institutions, and community organizations that will help carry the work forward.

Today

Arizona has strong assets, but employers and military-connected families still experience multiple entry points, fragmented pathways, and uneven visibility of opportunity.

With VetReady Arizona

Arizona presents a coordinated statewide strategy with clearer pathways for employers and talent, stronger retention and attraction outcomes, and better return on existing investments.

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1. Using this companion alongside the Vision and MTIM

The VetReady Arizona Vision establishes the case for action: why this matters now, why Arizona is positioned to lead, and why the opportunity matters for employers, families, and statewide competitiveness. This companion translates that shared direction into outcomes, workstreams, partner roles, implementation priorities, and a measurement approach.

Used together, the Vision and the companion give partners both a common message and a common framework for action. MTIM adds a practical planning lens that helps partners see when support is needed, which transition domains require attention, and how services should be delivered.

How VetReady Arizona applies the MTIM framework

In this hybrid approach, the five VetReady workstreams remain the backbone of the strategy. MTIM is used to sharpen implementation, coordination, and measurement, not to replace Arizona's broader workforce, attraction, and employer strategy.

The crosswalk below shows what stays the same and what expands when MTIM language and tools are applied within the companion.

Statewide Purpose

MTIM alignment	What stays the same	What expands with MTIM
Six intercepts across the first 18 months after separation; five transition domains.	The companion still serves as a statewide workforce and economic competitiveness framework.	Transition well-being becomes more visible as an implementation frame for partner action.

Workstream 1.

Retain more talent already in Arizona

MTIM alignment	What stays the same	What expands with MTIM
Strongest connection to Intercepts 1 to 3 and the Work, Education and Training, Family and Social Connections, and Wellbeing domains.	In-state retention and earlier engagementremain the goal.	Partners put greater emphasis on reaching people before separation and mapping the supports that influence stay-versus-go decisions.

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Workstream 2.

Attract additional military-connected talent

MTIM alignment	What stays the same	What expands with MTIM
Informed by all five domains, but not a stand-alone MTIM domain	Arizona positioning and attraction remain distinct VetReady functions.	Messaging becomes more whole-family, more candid about transition realities, and more grounded in long-term stability factors.

Workstream 3.

Connect talent to high-demand industries

MTIM alignment	What stays the same	What expands with MTIM
Most closely aligned with the Work, Education and Training domain and early-to-mid intercepts.	Employer engagement, pathway design, and military skill translation stay central.	Career connection is mapped across the transition timeline and linked more clearly to navigation, warm handoffs, and follow-through.

Workstream 4.

Support family stability and long-term retention

MTIM alignment	What stays the same	What expands with MTIM
Strong alignment with Family and Social Connections, Physical and Emotional Health, Wellbeing and Spirituality, and Community Integration.	Family stability remains a core retention strategy.	Housing, healthcare, social connection, purpose, and belonging are treated as core transition outcomes, not side supports.

Workstream 5.

Measure and improve outcomes

MTIM alignment	What stays the same	What expands with MTIM
Applies across all five domains and all six intercepts	The statewide KPI table and shared reporting structure remain central.	Environmental scans, domain and intercept review, and partner input become part of regular performance management.

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Document in the Set

Vision

Primary purpose

State the case for action and align partners around the opportunity.

Typical audience

Executive leaders, external stakeholders, prospective partners

Strategic Framework & Implementation Companion

Primary purpose

Translate the Vision into an operating model, workstreams, governance, implementation priorities, and reporting expectations.

Typical audience

Implementation leads, agency partners, workforce and employer partners

Annexes and resource tools

Primary purpose

Provide detailed inventories, living resource guides, partner maps, and technical reference material that can be updated over time.

Typical audience

Program managers, navigators, technical teams

2. Statewide outcomes and success measures

VetReady Arizona centers on outcomes in retention, employment, wages, employer participation, and cross-system coordination. These remain the core statewide results. MTIM adds a supporting lens that helps partners interpret those results across transition domains and identify where stronger coordination is needed.

Retention

Core measure

Share of service members separating from Arizona-based installations who establish Arizona residency within 12 months.

Baseline and target approach

Baseline established from installation separation data and residency indicators; target set by the leadership group.

Lead partners

Leadership group with military and state data partners

Review cadence

Quarterly review and annual summary

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Veteran employment

Core measure

Veteran unemployment and placement outcomes, with emphasis on ages 25 to 65.

Baseline and target approach

Baseline established through labor market information, workforce system reporting, and partner survey data.

Lead partners

ADES and workforce partners, with ACMF support

Review cadence

Quarterly review and annual summary

Military spouse employment

Core measure

Military spouse hires reported by participating employers and spouse placement outcomes through aligned workforce pathways.

Baseline and target approach

Baseline established from employer and workforce reporting; target set for year-over-year growth.

Lead partners

Employer engagement workstream with workforce partners

Review cadence

Quarterly review and annual summary

Wages

Core measure

Median annual wages for veterans placed through SkillBridge and aligned workforce programs, including wage growth at 12 and 24 months.

Baseline and target approach

Baseline established from program wage tracking; target set after data validation.

Lead partners

SkillBridge and workforce pathway partners

Review cadence

Semiannual review and annual summary

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Employer participation

Core measure

Number of Arizona employers actively participating in veteran hiring pathways and related initiatives.

Baseline and target approach

Baseline established from current participation counts; target set for growth by priority sector and region.

Lead partners

Employer engagement workstream

Review cadence

Quarterly review and annual summary

Employer capability and engagement

Core measure

Completion of military culture and veteran hiring training, participation in events, and use of partner resources.

Baseline and target approach

Baseline established from current training and event participation data; target set for year-over-year growth.

Lead partners

Be Connected and employer-facing partners

Review cadence

Quarterly review and annual summary

System collaboration

Core measure

Cross-referrals, warm handoffs, and coordinated employment activities across Be Connected, workforce, and community partners.

Baseline and target approach

Baseline established from referral and event data; target set for stronger coordination over time.

Lead partners

Be Connected, workforce boards, and community partners

Review cadence

Quarterly review and annual summary

Different partners maintain distinct operational roles while still aligning around shared statewide results.

3. Operating model

VetReady Arizona is not a new stand-alone program. It is a coordinated statewide strategy that aligns existing partner capabilities around shared outcomes. The model depends on leadership alignment, workstream-based execution, operational delivery across sectors, and Be Connected as the connective infrastructure that reduces fragmentation and supports navigation. Within that model, MTIM helps partners organize support across the transition timeline and identify where coordination is strong, thin, or missing.

Core leadership group

Primary role	Typical participants	Key outputs
Set statewide direction, approve outcomes and metrics, align policy and investment, and review performance.	Governor's Office partners, ADVS, ADES, ACA, OEO, Workforce Arizona Council, and other designated leads	Strategic priorities, targets, accountability standards

Workstream leads

Primary role	Typical participants	Key outputs
Coordinate the five workstreams and translate strategy into aligned plans, pilots, and partner assignments.	Agency, workforce, employer, and community leads assigned by workstream	Annual work plans, coordination routines, issue escalation

Operational partners

Primary role	Typical participants	Key outputs
Deliver programs, services, outreach, hiring activity, and family supports within their role while contributing data and feedback.	Employers, workforce boards, education partners, installations, community organizations, healthcare and support partners	Programs, referrals, placements, hiring activity, support services

Be Connected network infrastructure

Primary role	Typical participants	Key outputs
Provide navigation support, partner coordination, communications support, cross-referral infrastructure, and network visibility.	ACMF and Be Connected network functions	Front door navigation, referral flow, shared communication support

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Operating principles

Implementation should reflect four shared principles drawn from MTIM and applied across partner activity.

Respect:

Honor service, ensure people feel accepted and supported, and avoid excluding people because of discharge status or separation pathway.

Adaptability:

Design flexible supports that can respond to varied military experiences, career paths, family situations, and changing needs.

Honesty:

Be transparent about the emotional and logistical reality of transition and the need to rebuild parts of civilian life.

Responsivity:

Listen for self-identified needs, avoid one-size-fits-all solutions, and reduce barriers to help-seeking and follow-through.

4. Strategic workstreams

VetReady Arizona is organized around five statewide workstreams. They remain the backbone of the strategy. MTIM adds a second layer of domains and intercepts that helps partners map how support is delivered across the transition timeline.

Workstream 1.

Retain more talent already in Arizona

This workstream focuses on keeping more of the military-connected talent that is already making separation and relocation decisions in Arizona. The aim is to reach service members before decisions are finalized and make in-state pathways easier to see and use. In MTIM terms, this is where Arizona strengthens the earliest intercepts by engaging people before and during formal transition preparation.

- Align transition touchpoints at Arizona military installations, including coordination with TAP and education offices, so Arizona is visible in the earliest transition intercepts.
- Provide Arizona-specific transition, relocation, and career materials early in the decision window.
- Use market intelligence to understand decision drivers, relocation barriers, and competitor-state dynamics.
- Reduce friction between separation planning, relocation information, and employment connection.
- Strengthen referral pathways into Be Connected and related employment supports.

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Workstream 2.

Attract additional military-connected talent

This workstream positions Arizona as a top destination for post-service careers, family stability, and long-term quality of life. It turns Arizona's veteran-ready advantage into a more visible and persuasive statewide value proposition. Because attraction is broader than transition support alone, this workstream remains primarily a VetReady function, but it should reflect the same whole-family factors that shape transition decisions.

- Maintain one clear VetReady narrative and flexible partner messaging tools that reflect work, family, health, and community factors shaping transition decisions.
- Support a user-focused web or landing environment connected to key state and partner resources.
- Use search, social, email, digital content, and targeted outreach to reach military-connected audiences beyond Arizona.
- Elevate visibility through media, success stories, thought leadership, and employer recognition.
- Participate in selected transition and career events where Arizona can compete effectively for talent.

Workstream 3.

Connect talent to high-demand industries

This workstream makes employer engagement and career pathway connection easier, faster, and more coordinated for both job seekers and employers. It aligns most directly with the MTIM Work, Education and Training domain while staying connected to family and community factors that influence retention.

- Create a clearer employer entry point into veteran and military spouse talent pathways.
- Align workforce systems, credentialing pathways, apprenticeship opportunities, SkillBridge participation, industry demand, and navigation supports across the transition timeline.
- Improve military skill translation and make career pathways easier to understand in priority sectors.
- Expand employer participation in becoming an Arizona Veteran Supportive Employer, veteran hiring initiatives and military culture training.
- Build and maintain a statewide inventory of employment service providers to improve referrals and reduce duplication.

Workstream 4.

Support family stability and long-term retention

This workstream increases the stickiness of Arizona as a long-term home by treating spouse employment, healthcare, education, childcare, housing, and community integration as part of workforce success. It aligns strongly with the MTIM domains of Family and Social Connections, Physical and Emotional Health, Wellbeing and Spirituality, and Community Integration and Natural Environment.

- Integrate spouse employment, benefits, healthcare, schools, childcare, housing, and community connection into the overall retention strategy and into the broader experience of transition.
- Use Be Connected and aligned navigation supports as the connective tissue for whole-family needs.

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- Expand mentorship, welcoming efforts, peer connection, and online or community-based integration supports that strengthen social connection and belonging.
- Make sure families can find practical transition information without navigating multiple disconnected systems.
- Maintain living resource tools outside the core strategy document so practical supports can stay current over time.

Workstream 5.

Measure and improve outcomes

This workstream creates the accountability loop that sets baselines, tracks progress, and uses evidence to refine implementation over time. It combines a concise statewide KPI set with MTIM-informed review of domain coverage, intercept coverage, and partner feedback.

- Finalize common KPI definitions, baseline methods, targets, owners, and data-sharing expectations.
- Use MTIM-informed environmental scans, partner mapping, and domain/intercept reviews to identify strengths, gaps, and priority opportunities.
- Track supporting indicators for family stability, health access, belonging, and community connection where feasible.
- Agree on partner contributions for employment, wage, employer, referral, and supporting-domain metrics, review progress on a recurring cadence, and publish an annual performance summary that combines workforce outcomes with implementation learning.

5. Partner roles and governance

VetReady Arizona is strongest when partner roles are clear, complementary, and tied to shared outcomes. The categories below reflect the roles already present across Arizona's veteran-ready ecosystem and the broader statewide workforce environment. Governance should also periodically test whether supports are reaching people across the full transition timeline, not just at a single entry point.

State leadership and alignment

Examples of partners

GOYFF, ADVS, ADES, ACA, OEO, Workforce Arizona Council

Primary role in the framework

Set direction, align policy and investment, approve shared outcomes, and resolve strategic barriers

Military and transition coordination

Examples of partners

Military installations, TAP and education offices, ESGR, DM50, Fighter Country Partnership, Yuma 50, Fort Huachuca 50, Southern Defense Alliance, Southern Arizona Leadership Council

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Primary role in the framework

Provide early access to separating talent and strengthen transition coordination

Employer and industry alignment

Examples of partners

AMC, Arizona Builders Alliance, AZAGC, Arizona Technology Council, AASD Committee, Aerospace Defense Forum, Arizona Workforce Development Coalition, Arizona Healthcare Advocacy Coalition, Chambers of Commerce, Arizona Association for Economic Development, GPEC

Primary role in the framework

Shape demand, hire talent, inform pathway design, and support outreach and visibility

Workforce and education delivery

Examples of partners

Workforce development boards, education and training institutions, Arizona licensing boards, apprenticeship and credentialing partners

Primary role in the framework

Translate demand into training, credentialing, placement, and advancement pathways

Community and family support

Examples of partners

Be Connected, ACMF, community-based veteran-serving organizations, healthcare and behavioral health partners, Arizona Office of Tourism

Primary role in the framework

Support navigation, family stability, community integration, and long-term retention

Review cadence

- Monthly workstream coordination meetings focused on execution, partner follow-through, and barrier removal.
- Quarterly leadership group reviews focused on metrics, strategic decisions, and issue resolution.
- An annual statewide performance summary shared with stakeholders and participating partners.

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6. Phased implementation priorities

VetReady Arizona advances through phased implementation rather than a statewide full launch all at once. The sequence below distinguishes foundational alignment work, pilot execution, and later scale.

Phase 1.

Alignment and design

0 to 90 days

Priority actions

Confirm governance, adopt the five-workstream architecture, align core messaging, apply MTIM principles, define KPI owners and baseline methods, complete an initial environmental scan and domain/intercept map, and identify initial pilot regions and employers.

Primary outputs

Operating framework, partner roles, KPI framework, aligned messaging, MTIM crosswalk and scan first-year work plan

Phase 2.

Launch and pilot execution

4 to 9 months

Priority actions

Launch or refine the central information environment, build employer and transition referral pathways, activate partner toolkits, begin pilot coordination in priority sectors or regions, and use DST-style partner input or similar methods to test domain and intercept coverage.

Primary outputs

Partner toolkit, transition referral map, employer pathway, initial pilot activity, early coordination data, first gap analysis

Phase 3.

Scale and performance management

10 to 24 months

Priority actions

Expand coordinated employer and installation activity, strengthen statewide visibility, publish performance summaries, review domain and intercept coverage, and refine the model based on data and feedback.

Primary outputs

Pilot results, annual summary, domain/intercept review, workstream refinements, scale recommendations

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Near-term partner actions

- Adopt and use the shared VetReady Arizona message in partner communications.
- Identify which workstream each partner will actively support.
- Strengthen referral pathways into Be Connected and related workforce supports.
- Nominate pilot employers, regions, or transition touchpoints for early implementation.
- Support baseline development by identifying available data, existing measures, and reporting constraints.

7. Measurement and reporting

Measurement remains practical, disciplined, and tied to real decision-making. Partners do not need to report everything. They do need a concise statewide KPI set that shows whether Arizona is retaining more talent, improving employment and wage outcomes, expanding employer participation, and reducing friction across systems. MTIM adds a supporting layer by helping partners review coverage across domains and intercepts.

The reporting approach pairs quantitative measures with qualitative insight, including employer feedback, participant experience, and examples of successful coordination. Over time, MTIM- informed review can help partners see not only whether top-line workforce outcomes are improving, but also whether families are finding connection, practical stability, access to care, and stronger community integration during transition.

MTIM-informed supporting indicators

As data access matures, partners can maintain a small supporting indicator set aligned to the five MTIM domains. These measures do not replace the core KPI table. They help explain why outcomes are improving or where additional coordination is needed.

Work, Education, and Training

Example supporting indicators

Career pathway connection, credentialing or training participation, job placement, and spouse employment connection

Most relevant workstreams

- Retention
- Attraction
- Industry connection
- Measurement

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Family and Social Connections

Example supporting indicators

Peer or mentor connection, family support access, warm handoffs to spouse and caregiver resources

Most relevant workstreams

- Retention
- Family stability
- Measurement

Physical and Emotional Health

Example supporting indicators

Navigation to healthcare or behavioral health resources, re-engagement when challenges emerge, coordination with care partners

Most relevant workstreams

- Family stability
- Measurement

Wellbeing and Spirituality

Example supporting indicators

Housing stability, benefits and practical-needs connection, financial stability supports, sense of purpose

Most relevant workstreams

- Retention
- Family stability
- Measurement

Community Integration and Natural Environment

Example supporting indicators

Welcoming pathways, civic or volunteer participation, community belonging, outdoor or place-based engagement

Most relevant workstreams

- Attraction
- Family stability
- Measurement

Environmental scans, partner surveys or DST-style input, and domain/intercept mapping can be maintained as living planning tools rather than crowding the core narrative of this companion.

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Quarterly workstream review

Content

Progress against work plans, barriers, partner participation, and emerging issues

Primary use

Operational adjustment

Quarterly leadership review

Content

KPI trends, strategic decisions, and cross-system issues requiring leadership action

Primary use

Decision-making and accountability

Annual statewide summary

Content

Outcome trends, employer engagement, coordination results, lessons learned, and next-year priorities

Primary use

Stakeholder transparency and public-facing progress

Continuous feedback loop

Content

Participant experience, employer feedback, and partner observations

Primary use

Refinement and improvement

8. Conclusion

Arizona already has a meaningful head start. The state has strong industry demand, a major military and veteran presence, established cross-sector partnerships, and a credible Ecosystem of Support through Be Connected. Those are not isolated strengths. Together, they form the foundation for a coordinated statewide strategy that can retain more transitioning service members, attract more military-connected families, strengthen employers, and improve long-term economic competitiveness.

VetReady Arizona provides a practical way to organize that work, measure it, and communicate it with greater clarity. By combining a clear statewide strategy with MTIM-informed implementation, Arizona can coordinate action more effectively, pilot higher-value improvements, and scale what works.

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Appendix A. Stakeholder value matrix

VetReady Arizona serves multiple audiences at the same time. The matrix below highlights the value proposition that remains visible as the work moves from strategy to implementation.

1 Service members and veterans

Value proposition to emphasize

Clearer career pathways, earlier visibility of Arizona opportunities, coordinated supports, stronger wage potential, and reduced transition friction

Where it shows up most clearly

Vision at a high level; companion through workstreams and pathway design

2 Military spouses

Value proposition to emphasize

Employment opportunities, supportive networks, education access, and better coordination during relocation and transition

Where it shows up most clearly

Companion through workstreams, family stability design, and employer pathways

3 Children and families

Value proposition to emphasize

School support, healthcare access, childcare, housing stability, community integration, and long-term belonging

Where it shows up most clearly

Companion through Workstream 4 and partner coordination

4 Employers

Value proposition to emphasize

Access to mission-ready talent, stronger leadership capacity, faster connection to talent pathways, and better support for hiring and retention

Where it shows up most clearly

Vision at a summary level; companion through Workstream 3 and partner roles

5 Communities and Arizona as a whole

Value proposition to emphasize

Retention of skilled talent, stronger economic participation, higher-wage employment, civic engagement, and long-term workforce resilience

Where it shows up most clearly

Vision and conclusion; companion through outcomes and reporting

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6 Participating partners

Value proposition to emphasize

Clearer role definition, stronger coordination, reduced duplication, and shared visibility into progress

Where it shows up most clearly

Operating model, governance, phased implementation, and reporting sections

Appendix B. Supporting annexes, living tools, and MTIM planning tools

Certain supporting tools are best maintained as living annexes that can be updated between major revisions. This includes practical resource guides, partner directories, evidence notes, and MTIM planning tools used for periodic environmental scans or domain/intercept review.

1 Partner directory and workstream contact map

Purpose

Identify lead organizations, primary contacts, and workstream assignments across state, regional, employer, and community partners.

Typical steward

Core leadership group or designated coordinator

2 Employment service provider inventory

Purpose

Support warm handoffs, reduce duplication, and make workforce and veteran-serving referral pathways easier to navigate.

Typical steward

Be Connected with workforce partners

3 Employer toolkit and messaging assets

Purpose

Maintain shared VetReady Arizona messaging, employer engagement materials, event resources, and recognition tools.

Typical steward

Employer engagement workstream

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4 Family stability and housing resource guide

Purpose

Keep current navigation tools for housing, benefits, healthcare, schools, childcare, and relocation support.

Typical steward

Be Connected and family support partners

5 Evidence notes and endnotes

Purpose

Maintain source references, background research, and technical notes that support future updates and external communications.

Typical steward

Leadership group and communications support

6 MTIM environmental scan and service map

Purpose

Plot current programs and services across domains and intercepts to identify strong coverage, thin coverage, and coordination opportunities.

Typical steward

Leadership group with workstream leads

7 Domain/intercept review and DST summary

Purpose

Capture partner input, compare perceived coverage, and identify priority gaps or strengths for strategy refinement.

Typical steward

Designated analytics or coordination support

Arizona is not only veteran-friendly. Arizona is veteran-ready.