



CITY OF PHOENIX

BUSINESS AND WORKFORCE
DEVELOPMENT BOARD

STRATEGIC PLAN 2023





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LETTER FROM THE CHAIR

The Phoenix Business and Workforce Development Board has invested ideas, energy, and commitment in creating a strategic plan to strengthen the workforce development system for the City. On March 9th, 2023, multiple education, business, and community organizations came together to design a clear and impactful plan. The strategic plan seeks to serve employers and job seekers to enhance economic development and quality of life in the City of Phoenix local workforce area. I am proud of the breadth of knowledge, commitment, and dedication to shared accomplishment that went into building this strategic plan.

I feel confident that the vision, goals, and strategies developed by the Board represent a strong direction that responds to a dynamic environment. The new strategic plan shows rigorous sensitivity to the six purposes of the workforce development law, serving vulnerable populations, responding to business needs, and competitive opportunities, with the ultimate goal of ensuring economic well-being of our City and our nation.

I appreciate the Board's diverse and vital contributions that define its strength and vision on behalf of those we serve. I am honored to serve as Chair to guide with fellow Board members this ambitious plan.

Sam Wolo
Chair



The Phoenix Business and Workforce Development Board
with Mayor Kate Gallego

SETTING THE STAGE FOR STRATEGIC PLANNING

NEEDS ASSESSMENT

The 2023 Board Strategic Planning initiative began with a needs assessment. A total of 39 professionals participated in interviews throughout December 2022 through January 2023:

17

**Board
Members**



3

**Elected
officials**



17

**City of Phoenix
Executives and Staff**



1

State Staff¹



1

**One Stop
Operator**

The needs and assets assessment served to provide a foundation for the design of the agenda for the strategic planning session conducted on March 9, 2023. Board members established and confirmed the mission of Workforce Development for the City as the fulfillment of the Six Purposes of the Workforce Innovation and Opportunity Act. The Board further developed a strong, aspirational vision for workforce development in the local area.

¹ Workforce Arizona Council

SWOT ANALYSIS

A strengths, weaknesses, opportunities, and threats (SWOT) analysis emerged from the needs and assets assessment, furnishing context toward strategic design by the Board. Further, the analysis clarified recommendations on which to base a meaningful Board strategic plan.

| | HELPFUL | HARMFUL |
|----------|---|--|
| INTERNAL | STRENGTHS <ul style="list-style-type: none">• Social capital of Board and Stakeholders• Knowledgeable City Staff• Proactive commitment by Elected Officials• Broad range of Partners• Increased diversity of funding• Board is representative of Industry Sectors | WEAKNESSES <ul style="list-style-type: none">• Workforce system is relatively unknown by businesses and jobseekers• Social media presence is insufficient• Metrics need clarifying• System needs to be better unified• Inconsistent knowledge of system by new Board members• COVID-related restrictions have reduced bonding by Board |
| EXTERNAL | OPPORTUNITIES <ul style="list-style-type: none">• Emphasize advocacy role of Board• Leverage existing partnerships• Organize events• Enhance curriculum in programs (e.g., SOAR)• Enhance messaging about programs• Simplify information for Board, Stakeholders, Customers | THREATS <ul style="list-style-type: none">• Changes in business cycles• Potential for new health threats• High degree of need in vulnerable populations |



DESIGN THINKING FROM A SYSTEMIC PERSPECTIVE

Members of the Phoenix Business and Workforce Development Board and stakeholders of the workforce system engaged in a design thinking activity at the outset of the strategic planning day. Teams were assigned a creative challenge that required complementarity, holism, and communication, as members shared their collective knowledge and ideas in a collaborative fashion.

Design thinking with a systemic approach provided the foundation of the in-person planning day and throughout the virtual implementation planning that took place over a period of eight specific sessions to develop metrics and actions to support strategies.



MISSION

The mission of the Phoenix Business and Workforce Development Board is to fulfill the Six Purposes of the Workforce Innovation and Opportunity Act.



VISION

Phoenix provides an inclusive, world-class, sustainable quality of life that delivers opportunities for individuals, businesses, and communities to earn, learn, grow, and prosper.

GOALS

GOAL 1

Instill hope in job seekers by meeting them where they are and providing access and opportunities through a single front door to services.

GOAL 2

Align investment in workforce services to stimulate, measure, and reward the earning of credentials, employment, retention, and economic prosperity.

GOAL 3

Create a socially conscious, entrepreneurial, and economic development-focused culture that empowers all stakeholders.

GOAL 4

Be the national model for creating positive economic mobility.



STRATEGIES TO SUPPORT GOAL 1

GOAL 1: Instill hope in job seekers by meeting them where they are and providing access and opportunities through a single front door to services.

Strategy 1.1.

Raise awareness of workforce services and opportunities through outreach to adults and youth facing barriers.

Strategy 1.2.

Provide inspiration, connections, and support to individuals to foster participation in education and career services.

Strategy 1.3.

Simplify access to education and career preparation for individuals facing barriers by involving diverse workforce system partners.

Strategy 1.4.

Design Career Pathways in partnership with education, focusing on in-demand industries and occupations, including entrepreneurship.

“The main legacy I’d like to leave is being accountable as a servant for those that need assistance. Creating pathways and shine a light to those who don’t know where to go in need.”

– Phoenix Business and Workforce Development Board Member

STRATEGIES TO SUPPORT GOAL 2

GOAL 2: Align investment in workforce services to stimulate, measure, and reward the earning of credentials, employment, retention, and economic prosperity.

Strategy 2.1.

Oversee alignment of return on investment (ROI) and value on investment (VOI) through a fiscal committee of the Board.

Strategy 2.2.

Braid funding to ensure access to services to specialty populations (e.g., justice-involved individuals, individuals facing homelessness, refugees, youth populations), ensuring equitable access to programs and services.

Strategy 2.3.

Reward achievements in earning of credentials, employment, retention, and indicators of economic prosperity.

Strategy 2.4.

Ensure that workforce services remain relevant, well-known, and used by businesses and job seekers.

“Full, seamless integration of service of four mandated core partners (and other partners) to provide one door of entry to the system for the job seeker.”

– Phoenix Business and Workforce Development Board Member

STRATEGIES TO SUPPORT GOAL 3

GOAL 3: Create a socially conscious, entrepreneurial, and economic development-focused culture that empowers all stakeholders.

Strategy 3.1.

Establish outreach to businesses and individuals that integrates social media, personal connections, and institutionalizes organizational partnerships.

Strategy 3.2.

Invest in strong relationships between Business Services, industry, and the Board to meet skill and employment needs.

Strategy 3.3.

Foster diversity, equity, belonging, and culture for individuals, businesses, and communities as primary value builders for the City.

Strategy 3.4.

Establish an advocacy program for Board members and committee members that ensures wide-reaching engagement and dialogue with the community.

“Make a difference, lead change, big or small, launch programs that sustain and add everlasting value to our communities and employers.”

– Phoenix Business and Workforce Development Board Member

STRATEGIES TO SUPPORT GOAL 4

GOAL 4: Be the national model for creating positive economic mobility.

Strategy 4.1.

Convene, broker, and leverage education partners in guiding business and education to support and sustain economic mobility.

Strategy 4.2.

Expand outreach to businesses, education, and community organizations through events such as Bagels and Business, summits, and town halls concerning economic mobility.

Strategy 4.3.

Apply labor market information to stimulate participation by businesses and job seekers in the workforce development system.

Strategy 3.4.

Publicize performance results and success stories regarding economic mobility on a regular basis, emphasizing employer and job seeker services and benefits to the community.

“The legacy I wish to leave behind is that all people are able to find a quality and meaningful career and that the systemic inequities that exist are eradicated through my efforts.”

– Phoenix Business and Workforce Development Board Member



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CITY OF PHOENIX