



City of Phoenix Business  
and Workforce Development Board

# STRATEGIC PLAN 20 // 23







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# LETTER FROM THE CHAIR

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The Phoenix Business and Workforce Development Board has invested substantial critical and creative thinking in developing a Strategic Plan to guide workforce development for the City. Many partnering organizations are working as one to serve employers and job seekers in support of economic development that enhances the quality of life. I am especially proud of this Board's expertise, commitment, and spirit of shared accomplishment, showing engagement and service to support our community.

The hard work that has gone into creating this new chapter in the City's implementation of the Workforce Innovation and Opportunity Act is expressed by this new strategic plan. I am confident that the vision, values, and goals developed by the Board provide a strong direction able to address a continually changing environment. The goals are as rigorous as they are sensitive to the six purposes of the law, addressing vulnerable populations, business needs, competitive opportunities, and ultimately the economic well-being of our city and our nation. This Board shares the belief that our work is not complete until we have sought out individuals and businesses who need our support and served them directly or through partners engaged in our shared goals.

I remain appreciative of the Board's substantial and diverse 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.



*Audrey Bohanan*

Chair

*Phoenix Business and Workforce Development  
Board*





# STRATEGIC PLANNING

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The strategic planning initiative began with a comprehensive needs and assets assessment. This assessment was based on observations of meetings, visits to job centers, reviews of documents, and interviews and focus groups. Interviews and focus groups included 61 individuals, representing board members, elected officials, staff to the board, partners, and stakeholders in the workforce development system serving the City of Phoenix.

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 thoughtful development of a meaningful Board strategic plan.

The needs and assets assessment served to elevate the design of the agenda for the two-day strategic planning session. Day one featured a rigorous session of education and design with Board members who 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. Day two of the strategic planning session included workforce development staff and partners in the design of strategies for goal realization.

The Board's strategic plan necessitates the active engagement of Board members in implementing the plan as designed. In a changing economic environment, the Board recognizes the importance of steering the effort toward continued valuing of what is possible toward fulfilling its vital mission and realizing its designed vision to serve the City of Phoenix.





# MISSION

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





# MISSION COMMITMENT



Commitment to fulfilling the Six Purposes of the Workforce Innovation and Opportunity Act was affirmed by hearing the experiences of job-seeking customers. During the strategic planning session, Board members benefited from hearing the voice of the customer as individuals shared their stories about participating in the SOAR program.

Individuals expressed their success through the City's comprehensive education and training to support career development. Board members celebrated this success and committed further to ensuring outreach to individuals and employers to extend that success.



# VISION

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Phoenix is a world-class community delivering sustainable opportunities to **earn, learn, and grow.**





# VISION DEVELOPMENT



The Board designed a vision that expressed what the fulfillment of the mission would look like for the City of Phoenix, emphasizing an inclusive and aspirational quality inspiring full commitment and contribution by system partners.

Participants were encouraged to recognize that the vision to be designed for ARIZONA@WORK City of Phoenix expresses what the future will look like once the mission has been fulfilled; a shared, aspirational, inspirational direction.



# VISION DEVELOPMENT



In an effort to stimulate innovative, future-based, design thinking, participants were provided preliminary reading material. The following ideas were emphasized:

- The needs assessment performed for ARIZONA@WORK City of Phoenix
- Servant Leadership
- Systemic Design in the City of Rotterdam
- Resilience and entrepreneurship in the City of Detroit
- Deep Prosperity in Economic Development
- Systems Thinking and Design Thinking



# GOALS

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**Goal 1:** Instill hope.

**Goal 2:** Drive economic mobility and impact.

**Goal 3:** ARIZONA@WORK is the recognized workforce authority in the region.





# GOALS DEVELOPMENT



The Board designed three goals to guide the realization of the Board's vision for workforce development in the City of Phoenix. These goals express the profound and far-reaching work of serving individuals, including those who face barriers, and employers at varying stages of growth.

Participants were asked to identify goals that were aligned with the 13 functions of a workforce development board, the mission, defined as the Six Purposes of WIOA, and reflective of the needs assessment.



# STRATEGIES 1-3

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## SUPPORT

### Goal 1: Instill Hope

#### Strategy 1

Develop opportunities for individual connections and relationships to support vulnerable populations including youth and dislocated workers.

#### Strategy 2

Align with local investment in diversity and inclusion as a primary business strategy.

#### Strategy 3

Show promise for individuals seeking careers through the sharing of simple approaches.







## **STRATEGIES 4-7**

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# **SUPPORT**

### **Goal 2: Drive economic mobility and impact.**

#### **Strategy 4**

Leverage labor market information to inform decisions and strategic impact of Workforce Development.

#### **Strategy 5**

Ensure return on investment (ROI) for Workforce Development in the City.

#### **Strategy 6**

Invest in educational programs that lead to pre-defined, sustainable Career Pathways and business competitiveness.

#### **Strategy 7**

Apply existing funding to produce results that demonstrate ROI.





## **STRATEGIES 8-12**

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### **SUPPORT**

**Goal 3: ARIZONA@WORK is the recognized workforce authority in the region.**

#### **Strategy 8**

Raise external awareness of ARIZONA@WORK City of Phoenix.

#### **Strategy 9**

Build an internal communication strategy.

#### **Strategy 10**

Identify and reach the populations we intend to serve and connect them with resources and services.

#### **Strategy 11**

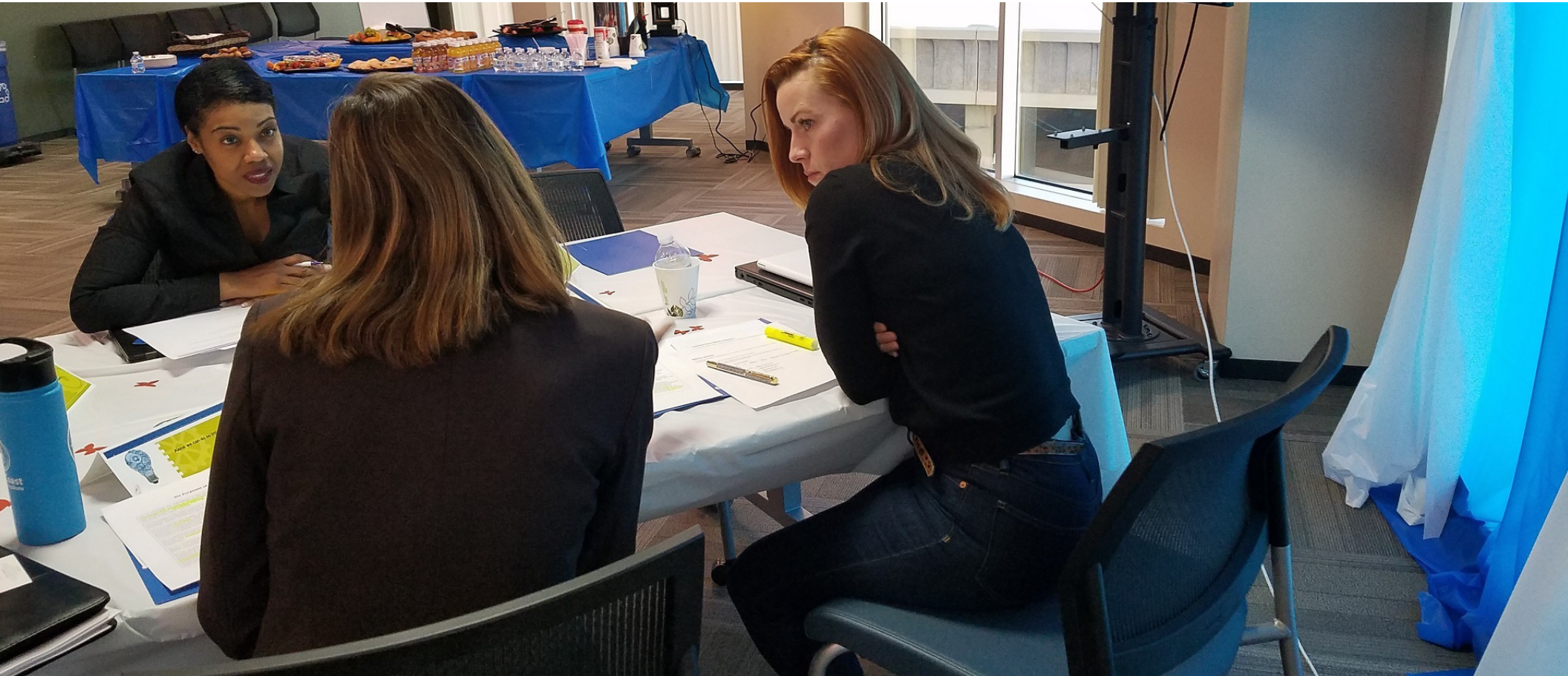
Focus the funds, tools, and resources to serve people who need assistance in acquiring credentials and work.

#### **Strategy 12**

ARIZONA@WORK is the single point of contact for hope and direction.



# DESIGN OF STRATEGIES



Day two of the strategic planning session included workforce development staff and partners in the design of strategies for goal realization. Strategies were examined collaboratively from multiple viewpoints to determine their strength in direction and their completeness for ensuring the achievement of each of the three goals.

Small collaborative groups composed of board members, staff, and stakeholders, were challenged to design strategies. Groups were encouraged to assess strategies in light of their power to drive actions toward goal completion.



# VALUES

## Board Values

1. Respond to the needs of people with barriers to experience training and education that positively change their lives.
2. Speak for the voiceless and build strong communities.
3. Commit to creating opportunities to benefit all people in the City of Phoenix.
4. Design approaches to learning that benefit the economy and quality of life.
5. Answer the call from employers for individuals who want to learn and contribute to companies needing qualified staff.
6. Build community engagement and shared commitment to improve the quality of life and the economy.
7. Influence policies and procedures that advance the shared interests of employers and job seekers.
8. Provide equal access to opportunities for learning and advancing in careers.
9. Decrease poverty by providing opportunities to learn and contribute.
10. Give back to the community by applying experience and wisdom to making others' lives better.

## Six Purposes of WIOA (abridged)

- (1) Increase opportunities for employment, education, training, and support services needed to succeed in the labor market; particularly for those individuals with barriers to accessing such opportunities.
- (2) Support the alignment of workforce development, education, and economic development systems.
- (3) Improve the quality and relevance of workforce investment, education, and economic development efforts; leading to family-sustaining wages for workers, and skilled employees for employers.
- (4) Improve the structure and delivery of services throughout the workforce development system.
- (5) Increase the prosperity of workers and employers in the United States.
- (6) Enhance the productivity and competitiveness of the Nation.



# VALUES IDENTIFICATION



The Board further expressed its values in alignment with the Six Purposes constituting the mission. Members shared their passion, their reasons for joining the Board, and their desire to bring about a sustained spirit of economic growth and development that serves all residents and businesses within the City.