

City of Phoenix
REQUEST FOR INFORMATION (RFI)
Workforce Innovation and Opportunity Act Grant
Workforce System Environmental Scan

SECTION I – INTRODUCTION

The City of Phoenix Community and Economic Development Department doing business through ARIZONA@WORK City of Phoenix is seeking Non-profit, Not-for-profit, private, public, community-based and faith-based organizations to introduce themselves to ARIZONA@WORK, City of Phoenix and learn what they can offer and how it may compliment the elements of the Workforce Innovation and Opportunity Act (WIOA) program in the City of Phoenix. The purpose of the RFI is to gather information on organizations that may be interested in enhancing the workforce system by providing information on local organizations who deliver workforce related and/or support services to increase the cities capacity. The City is currently updating outreach lists and conducting a workforce system environmental scan of the agencies that could enhance and strengthen workforce development in the region.

SECTION II – BACKGROUND

The Workforce Innovation and Opportunity Act (WIOA) was signed into law on July 22, 2014 by President Obama and is comprehensive legislation that reforms and modernizes the public workforce system by bringing together and enhancing several key employment, education and training programs.

WIOA is a federal grant program funded through the U.S. Department of Labor that provides resources, services and leadership tools for the workforce system to help individuals find sustainable jobs and stay employed and improves employer’s prospects for success in the global marketplace. It ensures that the workforce system operates in a comprehensive, integrated and streamlined system to provide pathways to prosperity for those it serves and continuously improves the quality and performance of services.

WIOA is designed to help job seekers access employment, education, training and support services to succeed in the labor market, and to match employers with the skilled workers they need to compete in the global economy. WIOA outlines a broader vision that supports an integrated service delivery system and provides a framework through which can leverage other Federal, state, local and philanthropic resources to support programs.

Under the State of Arizona brand name of ARIZONA@WORK, City of Phoenix, the city currently operates two comprehensive job centers and one affiliate job center that manages the Adult and Dislocated Worker (DW) programs under Title I of the grant. The city also procures adult and youth agencies to serve various populations.

YOUTH PROGRAM

WIOA youth programs provides a needed continuum of services to help disconnected youth navigate between the educational and workforce systems. Major changes in the legislation impacts the target population and program design for ARIZONA@WORK, City of Phoenix. The new priority of service targets out-of-school youth, and requires that 75 percent of youth funds be spent on workforce activities for out-of-school youth. At least 20 percent of the youth funds must be used to support work based

learning activities. Additionally, under WIOA, the age for out-of-school youth is raised from 16-21 years of ages to 16-24 years of age. Low-income criteria for out-of-school youth is no longer required for youth in high risk categories. Low-income eligibility and an identified barrier remains a requirement for in-school youth, 14-21 years of age. WIOA however, does amend the income criterion by adding receipts of, or eligibility for, free or reduced lunch under the National School Lunch Act.

The goal of youth services under WIOA is to support eligible youth with the attainment of high school diploma or equivalent, enrollment in postsecondary education, career readiness for unsubsidized employment and effective connections to employers. A wide range of activities and services must be available to assist youth, especially those who are disconnected and out-of-school, in making a successful transition to adulthood. The WIOA youth program is designed to provide services, employment, and training opportunities to those who can benefit from, and who are in need of such services.

The purpose of the funds allocated to serving in-school youth (ISY), ages 14-21, or out-of-school youth (OSY), ages 16-24, under the WIOA program are to:

1. Assist the youth in achieving academic and employment success;
2. Provide effective and comprehensive youth activities;
3. Develop College and Career Blueprints (individual service strategies) to include a variety of options for improving educational and skill competencies and effective connections to employers;
4. Offer on-going mentoring opportunities;
5. Direct youth toward activities that lead to the attainment of a secondary school diploma or its recognized equivalent, or recognized postsecondary credentials;
6. Prepare and place youth in unsubsidized employment opportunities;
7. Provide opportunities for eligible youth related to leadership development, decision-making, citizenship, and community service;
8. Provide follow-up services to ensure credential attainment and employment retention.

ADULT PROGRAM

Adult and DW funding streams pay for career services and training services. Career services cover a broad range of activities, including initial and comprehensive assessment of skills, providing information about careers and the local labor market, job search assistance, development of an individual employment plan, career counseling, internships and work experiences linked to careers, financial literacy, English language acquisition and Integrated Education and Training, information and assistance in filing for unemployment compensation, and assistance in establishing eligibility for federal and state financial aid. Training services include occupational skills training, on-the-job training, incumbent worker training, transitional jobs, and adult education and literacy provided concurrently or in combination with other training services. The city also provides support services and needs related payments to assist individuals participating in career and training services

BUSINESS & WORKFORCE DEVELOPMENT CENTER

The Business and Workforce Development Center is a state-of-the art facility that provides businesses with professional space for hiring and interviewing activities, staff training, and industry sector planning. The Center, which opened in April 2013, has since provided hundreds of businesses with access to a robust talent pool of workers.

The City of Phoenix understands the importance of attracting and retaining the best talent for companies. Phoenix is the only city in the region to have an in-house team fully dedicated to workforce business solutions. Key areas of focus by the Business and Workforce Development Center include:

- Talent Acquisition
 - Provide free job posting on azjobconnection.gov
 - Promote jobs through social media networks
 - Screen candidates and review resumes
 - Schedule interviews and organize hiring events
- Training and Development
 - Create partnerships with educational and program resources
 - Provide financial assistance to train new and existing employees
 - Meet industry needs with customized training programs
 - Customize workshops and assessments for job seekers
- Access to Resources
 - Share linkages to economic development resources
 - Offer employer seminars and workshops
 - Coordinate space for business and workforce development events
 - Provide access to labor market information
- Accommodations
 - Meeting and Training Rooms

SECTION III – OVERVIEW

ARIZONA@WORK, City of Phoenix is part of the statewide workforce development network that helps employers of all sizes and types recruit, develop and retain the best employees for their needs. The city provides job seekers services and resources to employment opportunities. Our mission is to provide innovative workforce solutions to employers and job seekers at no charge. ARIZONA@WORK City of Phoenix operates utilizing the Department of Labor three critical hallmarks of excellence.

Three Critical Hallmarks of Excellence:

1. The needs of business and workers drive workforce solutions
2. One-Stop Centers (or American Job Centers) provide excellent customer service to jobseekers and employers and focus on continuous improvement; and
3. The workforce system supports strong regional economies and plays an active role in community and workforce development.

As the sixth largest city in the nation ARIZONA@WORK City of Phoenix recognizes the value in partnerships, collaborations and networking in the region. A vast amount of work is occurring every day for job seekers and employers due to partnering, collaborating and networking. As a result some successes include the following:

- Opening the Business and Workforce Development Center
- Major launches of various Industry Sector Partnerships and Industry Forum
- Implemented a robust service delivery system at the Job Centers
- Regional Partnerships (Partnership for Opening Doors 2014)
- HERO Initiative partnership with the City of Phoenix Mayor's Office
- Local Board Representation on National Association of Workforce Development Board of Directors
- Arizona State Energy Sector Partnership Grant (Statewide 2010-2013)
- YouthBuild Grant Award (2011, 2013, 2015)
- Strengthening Working Families Initiative Grant (2016)
- The Workforce Collaborative formerly known as Maricopa Human Capital Collaboration -Greater Phoenix and Maricopa County (2008 to present)

SECTION IV – FULL DISCLOSURE

- A. **PURPOSE** - The purpose of this RFI is to gather information on organizations, identify potential agencies that may be interested in enhancing the workforce system through partnerships, ad hoc board appointments and collaborations etc. The information gathered may also be used to create Request for Proposal communication outreach lists for parties interested in enhancing the workforce region.
- B. **DISCLOSURE OF CONFIDENTIAL AND PROPRIETARY INFORMATION** - The City is not requesting confidential or proprietary information in innovator responses. All materials submitted in response to this RFI are the property of the City and become a matter of public record available for review pursuant to Arizona law. Because the RFI responses will be used to draft subsequent solicitations, the responses will not immediately be released for public review. Once a contract award recommendation for a specific business opportunity (solicitation) has been posted, the City will make both the proposals to that solicitation and the responses to the corresponding RFI category available for review. In the event the City does not issue a solicitation for any RFI category, the responses for that RFI category will be released no later than two years from the RFI response deadline listed on page one. Each innovator must conspicuously mark each response page that contains information the innovator deems confidential or proprietary (collectively Proprietary Information). If the City receives a request to review or disclose Proprietary Information, the City will notify the affected innovator in writing. An affected innovator has seven calendar days from the date of the City's notice to obtain and deliver to the City a court order preventing such disclosure. Requests to review or disclose Proprietary Information submitted in RFI responses will only be considered after a contract award recommendation has been posted or after the two-year milestone described above.

SECTION V - RFI RESPONSE

Please tell us about your organization and how it may support or compliment ARIZONA@WORK, City of Phoenix WIOA grant programs. The City is currently updating outreach lists and conducting a workforce system environmental scan of the agencies/organizations that could enhance and strengthen workforce development in the region, we encourage new, current and past providers to respond to this RFI.

- Please utilize Attachment A and;
- Please add a one to three page narrative describing your organizations potential interest.

Responses should be submitted electronically to: melissa.magallanez@phoenix.gov no later than **October 31, 2016 at 5:00pm local time.**

References:

Department of Economic Security - <https://des.az.gov/services/employment/workforce-innovation-and-opportunity-act>

Federal Register - <https://www.federalregister.gov/articles/2015/04/16/2015-05530/workforce-innovation-and-opportunity-act-notice-of-proposed-rulemaking#h-9>

Department of Labor/WIOA - <https://www.doleta.gov/wioa/>

Final Rules Resources - https://www.doleta.gov/wioa/Final_Rules_Resources.cfm

Joint Regional Workforce Development Planning Report – Attachment B

Board Strategic Plan – Attachment C

ATTACHMENT A
RFI Response Document

Name of Organization:	
Address:	Phone #:
Primary Contact:	Email:

- | | |
|-----|---|
| 1. | What are the Mission and Goals of your organization? |
| 2. | Who are the primary customers that you serve? |
| 3. | What are the primary services you currently offer? |
| 4. | Do you offer services to specific populations, i.e. age group, other? If yes, please explain. |
| 5. | What partnerships, collaborations and networks are you involved with? What is your role? |
| 6. | Tell us your experience, if any, coordinating service delivery across agencies, programs, and/or service providers. Please include number and type of agencies involved and length of time. What were the key takeaways or lessons learned from the experience? |
| 7. | Please describe as an organization, your successes and/or demonstrated promising practices having significant impact relating to workforce or economic development within the past two years. |
| 8. | What is the size of your organization and how are you funded? I.e. different funding streams percentage. |
| 9. | What is your annual operating budget? |
| 10. | What motivates you to consider participating in a formal RFP to become a service provider? |
| 11. | How did you find out about this RFI? |
| 12. | Are you currently doing business or have you done business with the City of Phoenix in the past? If so, in what capacity? |
| 13. | Please provide any other information that you think might be of interest to ARIZONA@WORK City of Phoenix. |

Areas of interest, please check all that apply:

<input type="checkbox"/> Training	<input type="checkbox"/> Adult Career Services
<input type="checkbox"/> Career Services	<input type="checkbox"/> Youth Services
<input type="checkbox"/> One-Stop Operations	<input type="checkbox"/> Other [please enter]
<input type="checkbox"/> Earn & Learn (Work Experience, OJT)	

ATTACHMENT B

Joint Regional Workforce Development Planning Report



City of Phoenix

Maricopa County and City of Phoenix

Joint Regional Workforce Development Planning Report

Improving Workforce Development Services throughout the Region



Joint Regional Workforce Development Planning Committee
3/31/2016

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Executive Summary

“Workforce development is the coordination of public and private-sector policies and programs that provides individuals with the opportunity for a sustainable livelihood and helps organizations achieve exemplary goals, consistent with the societal context.” (Hawley, Joshua D; Jacobs, Robert)

As public sector leaders, Maricopa County and the City of Phoenix recognize that workforce development is a critical issue. Within each entity’s borders, there are a multitude of job seekers (many of which lack basic or higher level skills), there are constant shifts in the number and types of jobs available and being created, and employer expectations and requirements for talent continue to evolve as their role in the economy shifts. Although Federal funds are made available to address this issue, they contain a broad range of obligations and regulatory requirements.

Recognizing the significance of workforce services to job seekers, business and industry, the community, and economic development entities, in June 2015 Maricopa County and the City of Phoenix entered into an Intergovernmental Agreement that called for Joint Regional Workforce Development Planning. The Directors of the Maricopa County Human Services Department and City of Phoenix Community and Economic Development created a nine (9) month process in which a regional planning committee reviewed and developed policy and procedural improvements and solicited stakeholder input. Early on, the process identified the need for and benefit of increased communication and sharing of information on each organization’s workforce development policies and practices.

Like other local workforce areas across the nation, Maricopa County and the City of Phoenix are addressing issues to ensure effective implementation of the new Federal workforce law (the Workforce Innovation and Opportunity Act). However it is clear that there are a number of other challenges that will require ongoing coordination and collaboration to ensure the delivery of quality Regional workforce development services. The challenges to consider as a stronger and more integrated workforce development system is developed consist of:

- Large, populous, and diverse Region, which creates complexities in access to workforce development services as well as unifying service delivery methods;
- Limited funds to support growing workforce development demands;
- Steady job growth and demand for skilled workers with Regional talent pool limitations;
- Delivering a wide array of needs and services through human centric design;
- Establishing and managing priorities and expectations;
- Shared governance for the entire Region;
- Significant changes in Federal legislation calling for integrated regional service delivery with policy still in development;
- Distinctly categorized and targeted populations and program services; and
- Technological infrastructure constraints.

Stakeholders and staff have identified a broad range of suggested improvements including policies, procedures, communication, partnering opportunities, and uses for technology. These have been used to develop a number of short, medium, and long range strategies, which include the following:

- New branding and technology utilization
- Creation of tiered level of services
- Unification of tracking and evaluation mechanisms
- Targeting individuals with high-needs and barriers to employment
- Targeting specific occupations and industries
- Developing parameters for funded training
- Identifying employers' needs and implementation business service innovations
- Encouraging early notifications in advance of layoffs
- Implementing methods to rapidly reemploy individuals
- Creating linkages in youth service delivery
- Promoting youth program awareness through partnerships

A tremendous amount of good work has and is occurring every day for job seekers and employers through the effort of Maricopa County and City of Phoenix staff and community partners. This includes significant work and achievements in sector strategies, employment initiatives for those experiencing homelessness, and the Smart Justice pilot that is linking those involved in the criminal justice system to employment opportunities. Through this planning process, communication and coordination has already increased at the policy and program level. There are several joint projects, pilots, shared activities, and information being exchanged on a regular basis to build a stronger and more integrated regional workforce development system. Yet, there is an opportunity for more formal, systemic collaboration that will occur over the next year in the areas of public awareness and access, job seeker employment assistance, participant training, services provided to employers, layoff assistance, and youth services. Consequently, the process has identified a broader vision for Regional system planning, which requires additional planning and phased implementation over multiple years. This vision involves the following:

- Jointly Coordinate Planning Efforts of County and City Workforce Development Boards
- Lead the Workforce Development Network to Become a “Best Practice” Region
- Target Funding to Achieve Priority Outcomes
- Invest in Technological Infrastructure to Increase Awareness, Access, Efficiency, and Impact
- Pursue Joint Procurement for Services to Increase Efficiencies and Enhance Service Delivery
- Improve Clarity of Service Delivery Communication
- Implement Standardized Staff Professional Development

Thus, this report is just a beginning; the process will continue so as to advance and facilitate the implementation of the key workforce development strategies to be responsive and adaptive to the workforce needs of the Region.

I. Introduction

Maricopa County and the City of Phoenix recognize the importance of a strong and effective Workforce development system. Workforce development benefits multiple domains. Workforce development consists of a wide range of activities, policies, and programs in a geographic area designed to assist individuals, many with significant barriers to employment, in obtaining the knowledge and skills necessary for self-supporting employment. Workforce development assists businesses in being competitive in the marketplace by connecting qualified employees to job openings and providing the training and education to match the skills needed by employers. Finally, workforce development has a positive impact on community economic development.

This broad range of workforce activities and impacts presents significant challenges given today's economy. Maricopa County and the City of Phoenix are charged with providing services to a large, populous, and diverse Region. Funding, provided by the U.S. Department of Labor (DOL), through the Arizona Department of Economic Security (DES), is limited. Federal requirements, which are both broad and prescriptive, are contained in law and policy that is still being developed. State policies are established by the Workforce Arizona Council and DES. Local workforce areas' policies and priorities are determined by County and City governance, appointed Workforce Development Boards, and the workforce agencies. There is a diverse array of involved stakeholders, including job seekers, employers, trade associations, educational institutions, occupational training providers, and local and regional economic development groups.

Maricopa County and the City of Phoenix recognize the challenges and opportunities for providing leadership to workforce development. Each are designated as separate local workforce areas, with common and unique local plans, policies, and service delivery procedures. Yet, individuals look for employment throughout the Region and employers hire staff to meet their needs irrespective of their place of residence. The City and County understand that stakeholders expect a consistent level of quality service throughout the Maricopa County Region, which is evidenced by each entity continually meeting or exceeding workforce performance goals. Changes to the federal law provide a greater opportunity to develop and promote regional approaches that align workforce development resources to regional economies and ensure coordinated and efficient services for both job seekers and employers.

In late June 2015, the Maricopa County Board of Supervisors and the Phoenix City Council agreed to initiate a nine (9) month Joint Regional Workforce Development Planning process. The Directors of the Maricopa County Human Services Department and City of Phoenix Economic Development Department initiated a process that included a review of workforce practices, bi-monthly meetings of key staff, and opportunities for stakeholder input. The results of this initial work are contained in this report. It consists of a full review of the Regional challenges, essential background information, a review of the planning process and summary of stakeholder input, strategies to improve consistency and coordination, and a new vision for the further development of a Regional Workforce System.

It is apparent from this planning process that there are numerous opportunities for continued improvements. This report is a starting point and provides a roadmap that will guide ongoing future advancements and innovations. Maricopa County and the City of Phoenix will continue to coordinate activities with the active involvement of partners, Workforce Development Boards, service providers, and the community.

II. Challenges to an Effective Regional Workforce Development System

Local workforce areas across the nation are experiencing challenges to effectively implement the Workforce Innovation and Opportunity Act (WIOA) while continuing to deliver effective workforce development services. Although the County and City are encountering these same issues, there are some challenges that are unique to the designated Local Workforce Areas (LWA); Maricopa County with numerous cities and towns and the City of Phoenix large urban environment of the Region’s workforce service area.

Large, Populous, and Diverse Region

Maricopa County is the 4th most populous county in the nation and the City of Phoenix is the 6th largest city. With a population of over 4.3 million people, residing in 24 cities and towns, the Region is the 13th largest metropolitan area in the nation. The City of Phoenix is responsible for delivering services to 1.5 million of those people within 517 square miles. The remaining 2.8 million people, residing in one of the other 23 urban, suburban, or rural cities and towns over 8,707 square miles, are the responsibility of Maricopa County. With the City’s service area in the center of Maricopa County and the County responsible to serve the surrounding areas, it creates the “donut hole” effect. Complicating this effect further is 53% of Maricopa County’s workforce population does not work and live in the same community (based on the American Communities Survey data). The large population, size of the Region, and the diversity amongst the cities and towns create complexities in accessing workforce development services as well as unifying service delivery methods.

53% of Maricopa County’s workforce population does not work and live in the same community.



Maricopa County Boundaries



City of Phoenix Boundaries

Limited Funds to Support the Workforce Development Demands

Only \$26.5 million in combined funding is received by both the County and the City, which is further divided into services for adults, youth, dislocated workers, and layoff assistance. Of this \$26.5 million, \$18.5 million is funded for Adults, Dislocated Workers, and layoff assistance program services for the Region. As of November 2015, the U.S. Bureau of Labor Statistics stated the Region's workforce was approximately 2,180,500 people of which 5% (or 108,500) are unemployed. If funding was provided to each person unemployed in the Region, it would only allow for \$170.56 to be spent annually on each unemployed person; this does not even address the funding required for the underemployed, the incumbent worker or discouraged workers no longer readily employed. In addition, recent estimates sets the Region's disconnected youth population at 95,000, which would only allow for \$77.89 to be spent on the needs of each disconnected youth annually. The County and City must continue to be good stewards of the limited funds received to meet the pressing demands of workforce assistance in the Region.

Job Growth Yet Regional Talent Pool Limitations

According to the Bureau of Labor Statistics, the Region's job growth has been a steady 2.3%. This job growth highlights employers' increased demand for a specialized and/or highly skilled workforce, but is juxtaposed with a Regional talent pool with a different or lower skill set. In Maricopa County only 30% of persons aged 25 or older have a Bachelor's degree or higher (American Communities Survey). Thus the County and the City currently have limited access to job seekers with moderate to advanced experience and proficiency in highly skilled industries. This, coupled with WIOA's focus to better serve those who are not readily or nearly employable, establishes a challenge to meet the growing needs of the Region's employers for talent prepared to compete in the global economy.

In Maricopa County only 30% of persons aged 25 or older have a Bachelor's degree or higher.

Wide Array of Needs and Services

There is a significant range of needs to address through workforce development services, and an extensive array of services to try and meet those needs. The individuals' representing those needs range from the incumbent worker needing to upgrade skills or who has experienced a layoff to a person who is basic skills deficient and other individuals with WIOA defined barriers to employment. The range extends even further though because under WIOA all job seekers are required to have access to the workforce development system.

The breadth of workforce development services to meet these needs can be defined in two categories – Basic Career Services and Individualized Career Services. At a minimum, all individuals seeking workforce services must have access to Basic Career Services, which include (but are not limited to) program eligibility determination, initial skills assessment, job search, referral, and placement assistance, training provider information, and supportive services resources. Individualized Career Services are to be used on eligible program enrolled participants for those individuals to obtain or retain

employment. The scope of Individualized Career Services entail such services as (but not limited to) case management, comprehensive and specialized assessments, individualized employment plans, paid work experience, paid education and skills trainings, and supportive services funding. It is necessary for the County and the City to jointly and closely manage the extensive array of services and needs throughout the Region.

Managing Priorities and Expectations

WIOA ensures access to workforce services and enhances these services for the unemployed, individuals with high-needs, and those in vulnerable populations. For example, priority of program for workforce services is provided to youth and adults with significant barriers to employment (i.e. public benefits recipients, other low-income individuals, and those who are basic skills deficient). Additionally, the performance expectations (e.g. employment placements, wages earned, job retention) are increasing under WIOA, even with the call to serve more individuals with barriers to employment. Furthermore, WIOA also improves the services for local and regional employers, which require activities to meet their needs as well as to promote economic development strategies. The challenge for the County and City is to increase services to those with high-needs while managing the expectations of employers and to clearly and concisely communicate prioritization of services with job seekers, employers, and the workforce development network, at-large.

Shared Governance for all of Maricopa County

To provide WIOA workforce development services for all of Maricopa County, there are multiple dimensions of governance. The County and City are both designated by the Governor as Local Workforce Areas in which program funds are awarded to each entity's governmental body. As the Chief Lead Elected Officials, the Chairman of the Maricopa County Board of Supervisors and the City of Phoenix Mayor each bear the WIOA fiduciary and grant responsibilities, which also includes the appointment of a LWA Workforce Development Board (WDB). As required, the County and the City each have their individual WDBs. Each WDB acts as an advisor to their respective chief elected officials (Maricopa County Board of Supervisors and the Phoenix City Council) so as to complete the thirteen requirements (Appendix A – Workforce Development Board Functions) of a local board, including the creation of the LWA local plan and program oversight. Consequently, all four of these governing bodies (and each of their representatives) share governance and must continue to work together to implement service delivery changes regionally.



Significant Changes in Federal Reauthorization

The federal reauthorization has made significant changes while policies and procedures are still under development. WIOA revamps the workforce development system delivered for the past 17 years under WIA, but the new policy guidance has not yet been fully developed. Foremost, the final federal regulations regarding WIOA are not expected to be released until June 2016. Furthermore, the State of Arizona is in the process of developing policy guidance on the implementation and requirements for the workforce development system under WIOA within Arizona. However, the LWAs have received instruction from DES to proceed with WIOA implementation with the information that has thus far been published at the State and Federal level. With WIOA being enacted at the beginning this program year (July 1, 2015), both the County and the City had to determine how best to implement this new law for their populations.

Distinctly Categorized Program Services

The WIOA program services are distinctly categorized, and often very narrowly defined, which can create silos and overlap between the WIOA programs. This situation can result in inconsistent service delivery across programs as well as between the County and the City; in turn, this can limit access to services for some individuals and employers or result in different alignment of services. In addition to the LWA's funding limitation that 75% of Youth funds must be used on Out-of-School Youth, the eligibility for the Youth program has new strict determinations between the in-school and out-of-school youth (with six sets of criteria that must be met). Additionally, since the youth program is available to those age 14 through 24 years old, it creates an overlap with the Adult program, which is available to those age 18 and older. This overlap can create a situation in which an individual age 18-24 years old is not eligible for youth services (due to the narrow qualifications) but is not connected to the Adult program services (in which they may be eligible for).

Technological Infrastructure Constraints

The current State workforce technological infrastructure does not meet the needs of the County and the City. Arizona's workforce development software, Arizona Job Connection (AJC), was implemented in February 2011 and was intended to function as a workforce case management tracking system, data collection and reporting system, jobs availability system, as well as a talent pool resource for businesses; however, each of these are severely limited in their capabilities. Since AJC is part of a multi-state consortium, the State (and each LWA) does not have access to all software modules, limiting the capability of the software and also making it difficult to complete systematic technological changes, as it must be approved by the consortium. Both the County and the City have had to supplement AJC with their own "system" (from a database to excel spreadsheets) to try to meet the needs of their workforce program, including for purposes of client case management, management of employer needs, and performance outcome data.

III. Context of the Region's Workforce Development Services

Transition from WIA to WIOA

The Workforce Innovation and Opportunity Act (WIOA) was signed into law on July 22, 2014 and the implementation phase in began on July 1, 2015. WIOA supersedes the Workforce Investment Act of 1998 (WIA) and is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers needed to compete in the global economy.

According to the U.S. Department of Labor, the reforms of WIOA highlight key initiatives in the transition from WIA, including (but not limited to):

- Fosters regional collaboration
- Improves workforce career center system
- Enhances workforce services for the unemployed and other job seekers
- Improves workforce services to employers
- Invests in serving disconnected youth and other vulnerable populations
- Promotes and provides access to high quality training, including work-based training

WIOA also requires LWAs to integrate with specific core programs to provide comprehensive services to participants. These core programs are as follows:

- Adult Education and Literacy programs (WIOA Title II)
- Wagner-Peyser Employment Services (WIOA III)
- Vocational Rehabilitation Services (WIOA IV)

Other partners are required to provide access through the comprehensive American Job Center locations, such as (but not limited to) Job Corps, YouthBuild, Temporary Assistance for Needy Families (TANF), Career and Technical Education (CTE) programs, Veterans Employment and Training Services, and Unemployment Insurance services.

WIOA Areas of Responsibility

There are four major WIOA Title 1B programs that the County and the City are responsible for providing to the Region: Adult, Dislocated Worker, Rapid Response, and Youth programs.

The Adult program provides workforce services that increase the employment, retention, earnings, and attainment of recognized post-secondary credentials for adults age 18 and older. As a result of these activities, the quality of the workforce will be improved, economic self-sufficiency will be increased and productivity enhanced in the Region.

The Dislocated Worker (DW) program provides services to individuals who have been terminated, laid off, or have received notice of termination or layoff, from employment, generally, due to employer downsizing or plant closures. Self-employed individuals who are unemployed due to economic conditions as well as displaced homemakers may also receive DW program services.

The Rapid Response (RR) program is the cooperative effort of LWA staff, and other partner programs, to provide assistance and services to workers affected by layoffs, plant closures, or natural or other disasters resulting in a mass job dislocation. The intent of RR activities is to aid those affected workers and help them transition to a new employment opportunity as quickly as possible.

Adult and DW (including RR) programs offer career and training services to eligible adults and dislocated workers (Appendix B - Types of Services Available for Adult and Dislocated Worker Programs). Depending upon eligibility, different types of services are made available to participants. WIOA does establish that all adult job seekers are eligible for Basic Career Services. However for a job seeker to receive Individualized Career Services or training services, an individual must meet categorical criteria and be enrolled under the WIOA Adult program or the WIOA Dislocated Worker program (Appendix C - Adult and Dislocated Worker Programs Eligibility).

The Youth program provides a comprehensive array of services with the goal of the youth program participants to obtain a job in a career pathway, enroll in post-secondary education, or register in an apprenticeship prior to the end of their participation in the program. The following fourteen elements are acquired through a competitive procurement process and must be made available to youth program participants:

- 1) Tutoring, study skills training, instruction that lead to the obtainment of a high school diploma or equivalent;
- 2) Alternative high school services, or drop out services;
- 3) Occupational skills training;
- 4) Paid and unpaid work experiences;
- 5) Workforce preparation or basic academic skills education ;
- 6) Adult mentoring;
- 7) Comprehensive guidance and counseling;
- 8) Entrepreneurial skills training;
- 9) Financial literacy education;
- 10) Leadership development, to include community service and peer-centered activities;
- 11) Supportive services;
- 12) Follow-up services;
- 13) Services that provide labor market and employment information about in-demand industry sectors or occupations; and
- 14) Activities that help youth prepare for post-secondary education and training.

These Youth program services are provided to both in-school and out-of-school youth based on the stringent eligibility requirements (Appendix D –Youth Program Eligibility).

Funding of WIOA Program

Through a formula grant, the State of Arizona receives WIOA program funding from the U.S. Department of Labor; the Arizona Department of Economic Security (DES) is the state’s WIOA administrator. In turn, DES grants WIOA funds to Governor designated LWAs based on specific formulas in each service

category. The funds are distinctly allocated to each LWA by WIOA program service category (Adult, Dislocated Worker, Rapid Response, and Youth).

Maricopa County and the City of Phoenix are each individually designated LWAs with each entity provided an allocation of WIOA program funds. In Program Year 2015 (current year) the County received a total of \$14.8M and the City received a total of \$11.6M, which is nearly \$26.5M for the provision of WIOA program services, planning, and administration in the greater metropolitan Region.

Figure 1. Program Year 2015 WIOA Formula Allocation

WIOA Title 1B Category	Maricopa County	City of Phoenix	Region
ADULT	\$3,958,045	\$3,525,929	\$7,483,974
DISLOCATED WORKER	\$5,981,762	\$3,943,252	\$9,925,014
RAPID RESPONSE	\$672,948	\$443,616	\$1,116,564
YOUTH	\$4,231,992	\$3,691,656	\$7,923,648
TOTAL	\$14,844,747	\$11,604,453	\$26,449,200

Clients Served

The City and County served a total of 46,560 participants across all WIOA categories (Adults, Dislocated Workers, Youth) from July 1, 2014 through June 30, 2015; this includes a total of 44,525 Adult participants, 839 Dislocated Worker participants, and 1,196 Youth participants. Any participants served by a Rapid Response would be enrolled as a Dislocated Worker. (Appendix E – Demographics of Enrolled Participants in the Region)

Service Delivery Locations

An array of 71 service delivery locations are setup throughout the Region (Appendix F – Maricopa County Workforce Development Locations & Appendix G – City of Phoenix Workforce Development Locations) to provide job seekers (both adults and youth) as well as employers access to WIOA programs services; each location provides a different level of services based on the type of site established.

The Region has a total of four (4) comprehensive American Job Centers where all basic services from each of the WIOA core partner programs are available as well as access to the staff of these programs through co-location.

Figure 2.

Location Type	Maricopa County	City of Phoenix	Region
AMERICAN JOB CENTER	2	2	4

At the six (6) Affiliate Sites throughout the Region most basic services of the WIOA core partner programs are available, but staff for these core programs maintain itinerate schedules at these locations.

Figure 3.

Location Type	Maricopa County	City of Phoenix	Region
AFFILIATE SITE	2	4	6

The County and the City have partnered with a total of 49 community and faith-based organizations to create Access Point locations throughout the Region, so that individuals may access the workforce development system via computer and direct referrals in their own communities.

Figure 4.

Location Type	Maricopa County	City of Phoenix	Region
ACCESS POINT	38	11	49

The twelve (12) Youth Sites in the Region provide service to the WIOA Youth program participants; the County’s locations are managed directly by County staff whereas each of City’s locations are subcontractors.

Figure 5.

Location Type	Maricopa County	City of Phoenix	Region
YOUTH SITES *Subcontractor locations	4	8*	12

Performance

Arizona DES negotiates workforce development performance goals for each LWA. Under WIA these performance goals were established to demonstrate continuous improvement and determined using factors that included past performance, economic conditions, demographics, and methodologies from the U.S. Department of Labor. As shown in Figure 6, the County and the City have met or exceeded all performance goals in the last four program years of WIA. These goals involve measures of employment placement, job retention, average earning, and attainment of a diploma or a training certificate.

Figure 6. State Measured Performance Goals

WIA Program Year	Not Met		Met		Exceed	
	County	City	County	City	County	City
14	0	0	1	2	8	7
13	0	0	3	6	6	3
12	0	0	3	11	12	4
11	0	0	8	11	7	4

With the phase in of WIOA, though, DOL has established new performance requirements that become effective as of July 1, 2016. These new measures align the WIOA core programs as well as add new indicators regarding services to employers and postsecondary credential attainment. As a result, DES will be required to determine performance goals for these new measures for the entire state. Subsequently, negotiations with each LWA are forthcoming.

IV. Joint Regional Workforce Development Planning Process

Intergovernmental Agreement Creation & Purpose

Maricopa County and the City of Phoenix entered into an Intergovernmental Agreement (IGA) on July 1, 2015 to establish the Joint Regional Workforce Development planning process. This planning process was initiated primarily due to the continued commitment of Maricopa County and the City of Phoenix of providing quality workforce development services to each LWA. With the changes to the Federal law, both the County and the City recognize the importance for continued joint collaborations to coordinate and align workforce development services.

The overarching purpose for the Joint Regional Workforce Development planning process is to improve the efficiency and effectiveness of workforce services and also service delivery throughout the Region. Furthermore, as stated in the IGA, the planning process also was required to complete the following:

- Address services for adults, youth, dislocated workers, and employer services including responses to layoffs;
- Identify short, mid, and long-range improvements and future improvements, which may require political body authorization;
- Implement immediate improvements, as allowable under existing laws, regulations, and agreements;
- Include a process for stakeholder input; and
- Issue a summarization report to both authorizing bodies by March 31, 2016.

Convening of Joint Regional Workforce Development Services Planning Committee

The Joint Regional Workforce Development planning process was convened by the Director of the Maricopa County Human Services Department Bruce Liggett and the City of Phoenix Director of Community and Economic Development Christine Mackay. The planning process consisted of twelve biweekly meetings spanning from September 2015 through March 2016 for the Planning Committee (listed below). A timeline of activities was developed to guide the Joint Regional Workforce Development Planning process and accomplish the stated purpose in the prescribed time period (Appendix H – Timeframe for Activities).

Built on the already established workforce development relationship between the County and the City, these planning meetings were constructed to increase the communication between both entities and to determine implementable steps for continued coordination of workforce services in the Region.

Planning Committee

- Bruce Liggett, Director of the Maricopa County Human Services Department
- Christine Mackay, City of Phoenix Director of Community and Economic Development
- Patricia Wallace, Assistant Director of the Maricopa County Human Services Department Workforce Development Division

- Cynthia Spell Tweh, City of Phoenix Deputy Economic Development Director
- Stan Flowers, City of Phoenix Workforce Development Supervisor
- Stacey Faulkner, Regional Manager of the Maricopa County Human Services Department Workforce Development Division
- Tina Luke, Regional Manager of the Maricopa County Human Services Department Workforce Development Division
- Jacqueline Edwards, Assistant Director of the Maricopa County Human Services Department

Additional Support From:

- Kimberly Faust, City of Phoenix Youth Workforce Program Supervisor
- Diana Diaz, Business Operations Supervisor of the Maricopa County Human Services Department Workforce Development Division
- Terry Farrell, Regional Manager of the Maricopa County Human Services Department Workforce Development Division
- James Montoya, City of Phoenix Workforce Project Manager
- LaSetta Hogans, City of Phoenix Workforce Partnership Specialist

Stakeholder Input

As a part of the Joint Regional Workforce Development planning process, a series of efforts were planned to obtain critical stakeholder input on Regional workforce service delivery system. The opportunities for a broad set of stakeholders to offer input included an electronic survey, discussion via in-person forums, and written evaluations. The information collected from over 100 stakeholders was incorporated into the subsequent stages of the planning process, specifically in developing key strategies for service delivery improvements.

Survey

In December 2015, an electronic survey was distributed via Survey Gizmo to 303 stakeholders in the Region, including partners, employers, and Workforce Development Boards. The intent was to obtain stakeholders' specific and distinct recommendations for improvements to workforce development services that could be implemented within the existing federal law and available funding. Survey respondents had the opportunity to provide up to three recommendations in each area; this resulted in a 14% response rate with 287 separate recommendations across all five areas (listed below).

- **Awareness of and Access to Workforce Development Services** (Public Information; Access to Services; Locational Access Points)
- **Occupational Training** (On-the-Job-Training; Work Experience; Apprenticeships; Other Participant Training Options)
- **Youth Services** (In-School Youth = 14-21; Out-of-School Youth 16-24; 75% of Youth Served is Required to be Out-of-School/Disconnected Youth)
- **Business Services** (Registration of Business Partners; Specialized Recruitments; Outreach Services; Layoff/Downsizing Assistance)

- **As partners, how can we build, improve, and strengthen the Workforce Development network?** (Includes convening with one another, leveraging resources, creating the network's primary workforce development focus, and also determining the gaps in current services offered)

Workforce Partner Forums

To provide the wide array of stakeholders in the region an additional method to give suggestions, the County and City jointly hosted three Workforce Partner Forums in February 2016. The Forums were held at East Valley, West Valley, and Central Phoenix locations to make them accessible and foster participation from stakeholders across the Region. The stakeholders in attendance were requested to provide their insight and recommendations on how the County and City could jointly improve the efficiency and effectiveness of Workforce development services in the region. The facilitated sessions were broken out into five topics: awareness of and access to services, participant training opportunities, youth services, business services, and the workforce development network. A forum evaluation was given to each attendee after the group discussion to request feedback and also provide another opportunity for written recommendations; the evaluation was based on a five point Likert scale with 1 being rated as “Strongly Agree” and 5 as “Strongly Disagree” with the statement.

Across all three forums seventy (70) individual stakeholders attended, which included a variety of organizations in the workforce development network (non-profit service providers, private sector businesses, Workforce Development Board Members, local and State government agencies, community colleges). The discussion from the three forums led to numerous insights and recommendations being provided to increase the efficiency, effectiveness, or communication. Fifty-six (56) of the 70 attendees participated in the Workforce Partner Forum Evaluation and gave another 45 written workforce development service improvements/recommendations. These evaluation respondents overwhelmingly agreed or strongly agreed with each of the three evaluation statements, with an average of 75% agreeing or strongly agreeing.

Figure 7. Workforce Partner Forum Evaluation Results

Evaluation Statement	Respondents Agree or Strongly Agree
The Workforce Partner Forum met my expectations.	75%
The five discussion areas were relevant to the improvement of regional workforce services.	73%
I am satisfied that Maricopa County and the City of Phoenix are engaging stakeholders in the workforce development improvement process in meaningful and relevant ways.	77%

V. Regional Workforce Service Delivery Strategy

The Regional workforce service delivery strategy provides a playbook of 47 implementable improvements in six (6) key program areas to address issues and strengthen service delivery policies and procedures in the Region. This will improve the efficiency, effectiveness, coordination, and consistency of WIOA program services for job seekers and employers that are served by the County and the City.

1. Awareness and Access

1.1. Issue: Limited Public Awareness

The lack of awareness for workforce development services in the Region extends beyond job seekers to employers, non-profit agencies, and others in the greater workforce development network. While County and City workforce development serve thousands of job seekers and work with hundreds of employers, it is important to continue to explore creative methods to promote workforce services and to reach out to underserved groups and employers.

Strategy: New Branding and Technology Utilization

- The County and City have embraced the February 2016 launch of the State’s new workforce brand – ARIZONA@WORK and will continue to implement the State’s rebranding campaign; this will provide the opportunity to develop a common identity for workforce throughout the State and the Region.
- The County and the City will promote a common source of service information for all workforce development network partners; in addition, both the County and City will continue to provide information on the services each entity provides, such as specific trainings and recruitment events.
- A social media campaign, including the use of Facebook, YouTube, and blogs, and email newsletters will be implemented to promote a common Regional message.



1.2. Issue: Unknown Capacity of Access Point Locations

Access Points are located throughout the Region, but their capacity to provide workforce development services are varied. Further, due to the differences in services available at each Access Point there is an opportunity for greater coordination in the workforce services delivered throughout the Region.

Strategy: Creation of Access Point Tiered Level of Services

- Access Points will be chosen based on data-driven methodology, such as communities with high unemployment or youth disconnection, distance from established comprehensive American Job Centers, and/or a high propensity of a targeted population, and with partners that share a common workforce mission or vision.
- There will be a consistent system of service delivery established at Access Points throughout the Region through the creation of a tiered level of service provision. For

example, tiers would range from basic information and material to occasional assistance with job search to full service operations which would include hosted job fairs. The needs of each community and faith-based partner will also be evaluated to determine the tier of service delivery to be established at a specific Access Point. These different levels of services will be clearly defined with each community and faith-based partner as well as with job seekers.

- The County and City will explore how additional partnerships can leverage resources and/or expand workforce services in the Region via Access Point locations.
- Based on the tier level, the County and City will jointly hold regular meetings with Access Point partners to promote consistency, provide partners with additional workforce service delivery training, and share best practices.
- Additionally, the use of technology will be explored to provide virtual Access Points to job seekers who cannot access in-person assistance due to various barriers, including work schedules and proximity to any workforce physical location. These virtual Access Points would provide one-on-one immediate assistance online to job seekers.

2. Employment Assistance

2.1. Issue: Lack of Comparable Participant Data

Due to the limitations of AJC, the County and City must track organizational benchmarks, detailed participant information (including key demographic components), and service delivery cycle times within each individual organization. Consequently, there is no common data collection method for workforce development services in the Region. Furthermore, there are different tools used by the County and the City to evaluate the skills of participants, which prevents the comparison or combination of data to understand the full scope of basic skills that participants have in the Region.

Strategy: Unify Tracking and Evaluation Mechanisms

- An efficient and effective method of data collection and reporting for participants and service delivery (not available through AJC) will be explored jointly by the County and City. The information gathered through such a mechanism could be accessed fluidly by each organization, and utilized to improve service delivery in the Region.
- The County and City will implement the use of a standard tool, WorkKeys, as the primary assessment tool for measuring basic foundational skills for all Adult and DW participants in the Region. Additionally, the distributor of WorkKeys will be consulted to determine if the product could also produce potential job profiles based on assessments.
- Participant evaluation data will be shared between the County and City to compare the skill sets of the participants each organization and to develop a skill set profile of participants in the Region. Furthermore, this information will be used to inform programmatic service delivery decisions that affect the Region.

2.2. Issue: Prioritization of Services

WIOA requires a greater focus on individuals with barriers to employment as well as obligates priority of service to be given to public benefits recipients, other low income individuals, and those with basic skills deficiencies. There are opportunities for the County and City to increasingly coordinate plans for prioritizing workforce development services for job seekers in the Region.

Strategy: Target and Serve More High-Need Adults with Barriers

- The County and City will design a methodology, with the requirements of WIOA as the foundation, to establish and share priorities for service provision to job seekers; this methodology will apply Regional demographic and employment data to prioritize specific groups of high-needs adults that require workforce development services to be successful in the job market.
- The prioritization methodology may affect the priority for certain eligible groups for enrollment of service in the Adult program.
- The County and City will also target the number and/or percentage of participants to be served or priorities for certain categories or populations, such as people who experience homelessness, are involved with the criminal justice system, and those experiencing high levels of poverty. The County or the City may take the lead for the Region in addressing the needs of various populations.
- The County and City will provide the prioritization and target information to the State since performance targets may need to be adjusted as the particular participant characteristics may negatively impact performance outcomes.

3. Participant Training

3.1. Issue: Variations in Training Participants

WIOA allows for a number of different methods to prepare enrolled participants for success in the job market and workplace, including specific occupational training and also work experience. Both the County and City utilize these different methods to increase job placement in a variety of occupations and industries. However, it is necessary to align methods in the Region to more effectively meet the needs of job seekers and employers.

Strategy: Target Occupations and Industries

- Training funds and training participants in key occupations, industries, and/or in sector strategies will be targeted based on the needs of Regional employers and driven by market indicators and economic development demands.
- The number of internships, apprenticeships, On-the-Job Trainings (OJT), and Work Experiences (WEX) will be increased regionally in targeted occupations and industries.
- The County and City will explore contracting with specific occupational skills training providers in targeted industries to increase consistency, reduce costs per training, and ensure a talent pipeline for the industry and employers.

3.2. Issue: Difference in Training Funding Amounts

The County and City have different Adult program caps for participant training. These differences have resulted in training providers charging different amounts for the same training and participants changing the entity they receive services from to receive a greater amount of funds.

Strategy: Develop Range for Training Fund Availability

- Rather than a single participant training funds cap, the County and City will set a common funding range availability for enrolled participants to access for occupational skills training.

4. Business Services

4.1. Issue: County and City Serve Same Employers and Job Seekers

Due to the “donut hole” effect and as a result of the majority of the Maricopa County’s residents not living and working in the same community, the business services staff from the County and the City have the ability to (and often in fact do) serve the same employers and job seekers, which is duplicative and can create confusion from the employer or job seeker perspective.

Strategy: Employer Coordination and Innovation Implementation

- The County and City business services staff will increase sharing contact information, performance indicators, and outcomes, between the two entities to ensure duplication of effort is not occurring.
- A unified Regional message will be created by the County and City to communicate to inform employers.
- There will be a single contact number established for employers to first contact for both the County and the City for services.
- County and City staff will inform each other of and coordinate recruitment events. For large scale recruitments, County and City business services staff will present workforce services available as one team, and may alternate the lead role.
- The County and City will co-facilitate industry forums for employers and others in the workforce development network.
- The County and City will utilize community partners to increase their access to employers and strengthen the talent pool.
- Both the County and the City business services staff will receive specific training on communication techniques, marketing, and project management to better serve the employers throughout the Region.
- New methods to increase the talent pool will be used regionally; these methods range from hosting targeted talent events based on population or employer needs to hosting virtual recruitments and social meet-ups.

- It will be determined if the WorkKeys National Career Readiness Certificate provides value to businesses in validating the basic foundational skill sets of job applicants.
- Quality standards and requirements for the participation of job fairs will be created by the County and City to ensure event quality will be maintained.

5. Layoff Assistance (Rapid Response)

5.1. Issue: Greater Coordination Required for Service Provision

Notification for a Rapid Response comes through various channels to the County and the City separately. After notification, there are multiple partners who are required to provide services for a Rapid Response, including the State. With varied notification and multiple partners involved, there is potential for inconsistent and overlapping layoff assistance service delivery in the Region.

Strategy: Encourage Early Notifications from Employers

- The County and City will encourage early notification to, at minimum, ensure a timely response to workers affected and, at best, minimize or avoid worker dislocations.
- This proactive approach will use a variety of ways to regularly monitor all notification channels, including increased Unemployment Insurance (UI) claims, media attention to specific employers or industries, discussions with employer representatives, and engagement in chamber of commerce or industry-specific meetings.

Strategy: Evolve Rapid Response to Rapid Reemployment

- The County and City staff performing RR events will inform each other of RR notifications and establish a 48-hour response time.
- To make layoff assistance more efficient, the County and City will jointly conduct and lead RR sessions; together the County and City will coordinate with the State for the UI and benefits presentations as well as other partners, as applicable, to take part in the process.
- Rapid Response sessions will have a standardized format throughout the Region, which will include a checklist for procedures, prioritization of larger entities, and requiring job descriptions and updated resumes for those workers experiencing a layoff or termination.
- To tailor RR sessions to the workers affected, potential employers hiring in the same field will be invited to potentially mitigate the affected workers' time unemployed.

6. Youth Services

6.1. Issue: Different Models of Service Delivery

The County and the City currently provide Youth program services in two different ways. The County administers case management directly to youth participants and provides the 14 required service elements through coordinating and connecting the youth participants to procured service vendors. Conversely, the City provides Youth program services through a

network of procured subcontractors, each targeting a general and/or specific population or group.

Strategy: Create Consistency in Overall Program Delivery

- To create consistency throughout the Region, the County and City will review and update individual policies and procedures that have an overall impact on the provision of Youth services.
- The occupational training funding caps for youth participants will be revised to provide a funding range available the youth participant's entire enrollment period.
- The different Individual Service Strategy forms (to capture participant's goals and challenges) will be assessed jointly to determine which best meets the needs of the youth participants in the Region.
- Building on the dual use of the Test of Adult Basic Education (TABE) for a youth participant's basic skills assessment, the County and the City will review the different options (e.g. AZCIS and ONET Interest Profiler) to assess a participant's work skills and interests.
- Information regarding available youth resources throughout the Region will be shared between County staff and the City's Youth program subcontractors to ensure all youth participants are knowledgeable about all services.
- The County and City will report on the youth impact made in the Region as a result of the Youth program service delivery, which will include (but is not limited to) the number of enrolled participants, the number accessing training, the number employed, and the average wage at employment.
- Industry and labor market information for the Region will be conducted to further inform the Youth program development in the Region to ensure relevant job skills and preparation for available careers are based on industry trends.
- Professional development trainings for County staff and the City's Youth program subcontractor staff will be coordinated quarterly to share information and learn best practices to implement in the Region.

6.2. Issue: Engaging the Disengaged

Disengaged youth are individuals aged 14-24, not actively involved in school or the workforce. With 95,000 disengaged youth in the Region, it is imperative to actively engage these individuals to ensure their successful transition to a productive adulthood.

Strategy: Promote Program Awareness through Partnerships

- The County and City will actively participate in Regional coordination through the Youth Opportunities Board, whose mission is that youth will be successfully re-engaged and on track for success in college, career, and life. The County and City will coordinate planning, service delivery, data collection, and outcome reporting with the Youth Opportunities Board.

- To inform and promote WIOA Youth program services, the City and County will jointly visit and network with Adult Education programs throughout the Region. The County and the City will together create a presentation and other informational materials on the Youth program options available regionally targeted to students of Adult Education Programs.
- A Youth Forum will be conducted to present services available and participant eligibility information to the workforce development network and other youth service providers to inform, collaborate, and increase the number partnerships
- The County and City will hold joint Youth Job and Career Fairs in conjunction with the 100K Opportunity Initiative and other youth campaigns.

VI. New Vision to Strengthen the Regional Workforce Development System

Jointly Coordinate Planning Efforts

The County and City will create a multi-disciplinary work groups with the key decision makers from the each of the WIOA core partners. The objective of this task force will be to manage, maintain, and develop the Region's public workforce development network, including ensuring the effective and efficient implementation of WIOA.

The Executive Committees from the County and City's Workforce Development Boards will meet jointly throughout the program year. In these meetings strategies for the provision of workforce development services regionally will be reviewed as well as the implementation of regional methodologies.

Lead the Workforce Development Network

Through shared leadership, the County and City will continue to evolve as leaders in the State on workforce development service policies, procedures, and processes. This expertise will enable the County and the City to effectively lead the workforce development network through the implementation of WIOA to become a "best practice" Region in the nation.

Together the County and City will lead the network by convening a staff work group(s) with affected workforce development network stakeholders to be proactive rather than reactive; these groups will establish common goals amongst the stakeholders, collaborate on initiatives impacting the workforce development system, and effective practices to ensure long term coordination.

Target Funding

With approximately two-thirds of the State's population and the overwhelming majority of the State workforce, the Region must ensure the best use of taxpayer funds. This will be achieved by the County and City jointly coordinating how funds should be targeted for program service delivery. This may encompass targets in sector strategies, specific industries, key occupations, and also for specific populations to be served at what levels. The creation of shared targets will build on the performance standards set by WIOA to serve those with the greatest barriers and also be based on Regional data and demographics. Once the benchmarks are set, these targets will be clearly communicated to others in the workforce development network to manage expectations. By ensuring the finite resources are distributed according to priority of service and then by Regional targets, the County and City will not only be compliant with WIOA but will make certain those individuals in the Region who are most in need and would receive the greatest return on investment will receive workforce development services.

Invest in Technological Infrastructure

In concert with the State, the County and City will invest and grow the Region's workforce development technological infrastructure. It will be necessary to complete a thorough analysis of the infrastructure needs of the Region, including an advanced software solution designed to address workforce

development program management, participant data management, and reporting requirements. In addition to this advanced software solution, the County and the City will cultivate other means of technology as well, including their websites to provide up-to-date, consistent information aligned with the ARIZONA@WORK campaign. The County and City will also utilize technology to improve workforce development service delivery, such as online recruitments for the benefit of employers and job seekers alike, mobile technology to increase staff's connectivity outside of Career Center locations, and also job seeker online workforce trainings that can be accessed at their convenience.

Pursue Joint Procurement for Services

To increase efficiencies and unify service delivery methods in the Region, the County and City will pursue joint procurement opportunities for specific services in the community. Under the joint procurement process, it will be determined if one of the following Request For Proposals (RFPs) should be released for both the City and County to access the same vendors: supportive services; youth providers; occupational trainers; On-the-Job Training, (OJT) and Work Experience (WEX) providers. The County and the City will also work together to manage the American Job Center operator competitive process in the Region.

Improve Clarity of Service Delivery Communication

The County and City will implement communication tools and use those tools to keep a pulse on Regional challenges, the stakeholders in the workforce development network, and the needs of employers and job seekers. Furthermore, both County and City staff will provide streamlined information that allows individuals and businesses to seamlessly navigate the Region's workforce development system. Clear communication on quality standards will also be distributed to all those interacting in the Region's workforce development system.

Implement Standardized Staff Professional Development

The County and City will jointly identify the skill set required of workforce development staff, including case management staff, business services staff, and the youth program staff. It will also be determined what type of additional certifications will be required for staff in the Region. For instance, the workforce certifications, such as Global Career Development Facilitator certification, necessary for all case management staff will be established. Once the workforce development professional competencies are established, the two entities will coordinate continued staff professional development and training activities.

VII. Next Steps

This report does not represent an end to the Joint Workforce Development Planning process, but rather just a beginning. Maricopa County and the City of Phoenix are committed to make improvements continuously, develop action plans to implement major changes, and identify barriers and areas that require policies to fully address. Some of the strategies and improvements contained in this report can be implemented over the next year; others, will require more detailed planning and a multi-year phased implementation. The Joint Workforce Development Planning committee will continue to meet regularly to prioritize the strategies, establish the priorities, work plans, timeframes, and milestones, and also to link and integrate our planning efforts with those in the greater workforce development network, including the respective Workforce Development Boards, the State of Arizona, and the core WIOA partners. Together we will create a bright future for job seekers, industries and business, the community, and greater prosperity for the overall Region.

Appendix A – Workforce Development Board Functions

According to WIOA, the functions of each Local Board include the following:

- **Local Plan:** Develop and submit a local workforce development area plan to the Governor of Arizona;
- **Workforce Research and Regional Labor Market Analysis:** Conduct research, specified regional market labor analysis, and periodic economic and workforce analyses as a part of the local planning process and to assist the Governor in developing the statewide workforce and labor market information system;
- **Convening, Brokering, and Leveraging:** Convene the local workforce development system stakeholders to assist in the development of the local area plan, and identify non-federal expertise and resources to leverage support for workforce activities;
- **Employer Engagement:** Lead efforts to engage with a diverse range of employers, entities in the region, and economic development entities, including coordination with BOS economic development strategies, in order to promote the participation of local area and regional private-sector employers, develop effective linkages with employers, support employer utilization of the Maricopa County workforce system, ensure the workforce investment activities meet the needs of employers, and support economic growth in the region;
- **Career Pathways Development:** Collaborate with secondary and postsecondary education program representatives leading the efforts in the local workforce development area to develop and implement career pathways;
- **Proven and Promising Practices:** Identify, promote, and disseminate proven and promising strategies, initiatives, and practices for meeting the needs of job seekers and employers;
- **Technology:** Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers, job seekers, and those with barriers to employment; develop intake and case management information systems, remote access, and improve digital literacy skills while leveraging resources and capacity within the system;
- **Program Oversight:** Conduct program oversight for: local WIOA youth, adult, and dislocated workforce development program activities; the local service delivery system; and the use, management, and investment of workforce development funds to maximize performance outcomes under WIOA through evidenced-based decision-making ;
- **Negotiation of Local Performance Accountability:** Establish, through negotiation with the BOS and the Governor, local performance and accountability measures;

- **Selection of Operators and Providers:** Designate and certify American Job Center operators, identify eligible adult and youth training providers, and also ensure the provision of opportunities that lead to competitive employment for individuals with disabilities; in conjunction with the State, ensure there are sufficient numbers and types of career and training service providers in a manner that maximizes consumer choice;
- **Coordination of Education Providers:** Coordinate activities with education and training providers;
- **Budget and Administration:** Develop a budget for the activities of the MCWDB consistent with the local workforce development plan and the duties of the MCWDB under WIOA; and
- **Accessibility for Individuals with Disabilities:** Annually assess the physical and programmatic accessibility of all American Job Centers in the local area in accordance with the Americans with Disability Act of 1990.

Appendix B - Types of Services Available for Adult and Dislocated Worker Programs

Type of Service	Services Available
Basic Career Services	<ul style="list-style-type: none"> • Eligibility Determination • Outreach, Intake, and Orientation • Initial Basic Skills Assessment • Job Search, Placement Assistance, Career Counseling • Referrals and Coordination with Partner Programs • Provision of Workforce and Labor Market Information • Training Provider Information • LWA Performance Measures • Supportive Services Information and Referrals • Unemployment Insurance Claims Information • Assistance in Obtaining Financial Aid for Training Programs
Individualized Career Services	<ul style="list-style-type: none"> • Comprehensive and Specialized Skills Assessment • Development of Individual Employment Plan • Group and/or Individual Counseling/Mentoring • Case Management and Career Planning • Short-term Pre-Vocational Services • Work Experiences • Workforce Preparation Activities • Financial Literacy Services • Out-of-area Job Search and Relocation Assistance • English language Acquisition and Education • Follow-up Services (12 mos) to those who exit into unsubsidized employment, including: <ul style="list-style-type: none"> ○ Additional career planning ○ Contact with participant's employer ○ Support groups ○ Information on Education Opportunities ○ Supportive Services Referrals
Training Services	<ul style="list-style-type: none"> • Occupational Skills Training <ul style="list-style-type: none"> ○ Providers must be on the State Eligible Training Provider List (ETPL) with WIOA approved program • On-Job-Training • Apprenticeships • Skill Upgrading and Retraining • Transitional Jobs • Entrepreneurial training • Incumbent Worker Training • Employer Customized Training • Adult Education and Literacy or Job Readiness Training (in combination with another training services)

Appendix C – Adult and Dislocated Worker Programs Eligibility

Program	Age	Work Status	Selective Service	Income
WIOA Adult Program	18 years or older	Authorized to work in U.S.	If male, registered as required	A. Family income at or below 100% of poverty line or 70% lower living standard A. Meets one of the following criteria <ol style="list-style-type: none"> 1. Customer receives or is a member of a family that receives (currently or in the past six months) one of the following <ol style="list-style-type: none"> a) TANF, or b) SNAP, or c) SSI, or d) Other public assistance; or 2. Foster Child; or 3. Homeless; or 4. Receives or is eligible to receive free or reduced-price lunch; or 5. Individual with a disability must be considered family of one for income determination purposes, if 1-4 above do not apply; <u>or</u> B. Deficient in Basic Skills
WIOA Dislocated Worker Program	There is no age limit.	Authorized to work in U.S., and <ol style="list-style-type: none"> 1. Terminated or laid off, eligible for or exhausted UI and unlikely to return to industry or occupation; <u>or</u> 2. Lost job from permanent closure or substantial layoff of a plant, facility or enterprise; <u>or</u> 3. Was self-employed and now unemployed because of economic conditions or natural disaster; <u>or</u> 4. Displaced Homemaker; <u>or</u> 5. Spouse of a member of Armed Forces who lost employment due to permanent change in duty station or is unemployed, underemployed and has difficulty finding or upgrading employment 	If male, registered as required	Income test not required for eligibility or service

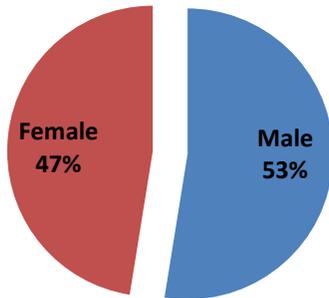
Appendix D – Youth Program Eligibility

Program	Age & Other	Work Status	Selective Service	Income
WIOA In-School Youth Program	<ul style="list-style-type: none"> A. 14-21 years old <u>and</u> B. Attending compulsory school <u>and</u> C. Meets one of the following criteria <ul style="list-style-type: none"> 1. Low income; <u>or</u> 2. Lives in a High Poverty Area D. At least one of the following apply <ul style="list-style-type: none"> 1. Deficient in Basic Literacy Skills; <u>or</u> 2. Homeless, Runaway; <u>or</u> 3. In foster care or aged out of foster care; <u>or</u> 4. Pregnant/Parenting; <u>or</u> 5. Offender; <u>or</u> 6. Has a disability; <u>or</u> 7. An English language learner; <u>or</u> 	Authorized to work in U.S.	If male, registered as required	<ul style="list-style-type: none"> A. Family income at or below 100% of poverty line or 70% lower living standard; <u>or</u> B. Meets one of the following criteria <ul style="list-style-type: none"> 1. Customer receives or is a member of a family that receives (currently or in the past six months) one of the following <ul style="list-style-type: none"> a) TANF, <u>or</u> b) SNAP, <u>or</u> c) SSI, <u>or</u> d) Other public assistance; <u>or</u> 2. Foster Child; <u>or</u> 3. Homeless; <u>or</u> 4. Receives or is eligible to receive free or reduced-price lunch; <u>or</u> 5. Lives in a high poverty census tract. 6. Individual with a disability must be considered family of one for income determination purposes, if family income exceeds youth income criteria and 1-5 above do not apply.
WIOA Out-of-School Youth Program	<ul style="list-style-type: none"> A. 16-24 years old <u>and</u> B. Not attending compulsory school <u>and</u> C. At least one of the following apply <ul style="list-style-type: none"> 1. School Dropout; <u>or</u> 2. Youth who (a) received HS Diploma/equivalent and (b) is low-income and (c) is Deficient in Basic Literacy Skills or is an English language learner; <u>or</u> 3. Required to attend school but has not attended for at least the most recent complete school year's calendar quarter'; <u>or</u> 4. Homeless or Runaway; <u>or</u> 5. In foster care or aged out of foster care; <u>or</u> 6. Pregnant/Parenting; <u>or</u> 7. Subject to the juvenile or adult justice system; <u>or</u> 8. Has a disability; <u>or</u> 9. Requires additional assistance to complete an educational program, or to secure and hold employment (must also meet low income requirements) 	Authorized to work in U.S.	If male, registered as required	<p>Low income required only if using C. 2. or C. 9. from "Age & Other" column</p> <ul style="list-style-type: none"> A. Family income at or below 100% of poverty line or 70% lower living standard <u>or</u> B. Meets one of the following criteria <ul style="list-style-type: none"> 1. Customer receives or is a member of a family that receives (currently or in the past six months) one of the following <ul style="list-style-type: none"> a) TANF, <u>or</u> b) SNAP, <u>or</u> c) SSI, <u>or</u> d) Other public assistance; <u>or</u> 2. Foster Child; <u>or</u> 3. Homeless; <u>or</u> 4. Receives or is eligible to receive free or reduced-price lunch; <u>or</u> 5. Lives in a high poverty census tract. 6. Individual with a disability must be considered family of one for income determination purposes, if family income exceeds youth income criteria and 1-5 above do not apply.

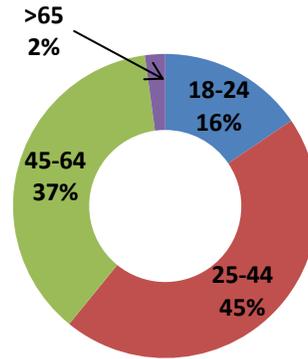
Appendix E – Demographics of Enrolled Clients in the Region

Based on demographics of enrolled participants (non-Youth) , the profile of a common client in the Region would be a male between the ages of 25 and 44 years old who is a white, non-Hispanic.

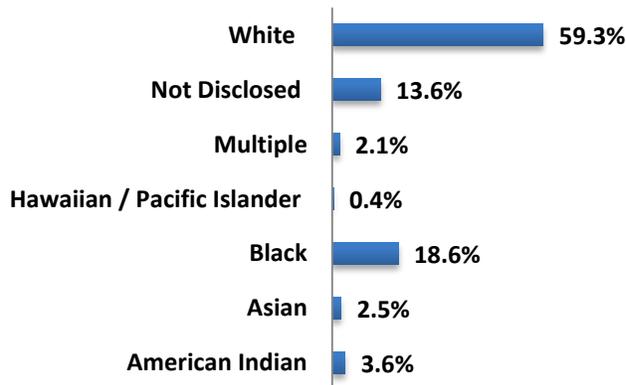
Gender



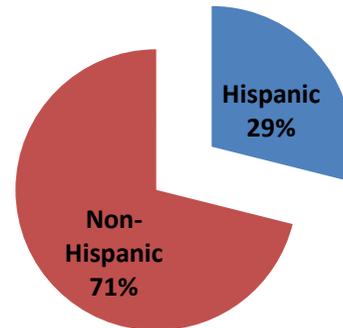
Age



Race



Ethnicity



Appendix F – Maricopa County Workforce Development Locations

American Job Centers:

East Valley Career Center

735 N. Gilbert Rd. Ste.134
Gilbert, AZ 85234
602-372-9700

West Valley Career Center

1840 N. 95th Ave. Suite 160
Phoenix, AZ 85037
602-372-4200

Affiliate Sites:

Arizona Department of Economic Security

Employment Services
120 W. 1st Ave
Mesa, AZ 85210
602-771-6900

Wickenburg Public Library

164 E. Apache St.
Wickenburg, AZ 85390
928-684-2665

Youth Sites:

Avondale

124 S. 4th Street
Avondale, AZ 85323
623-882-9106

Mesa Library

64 E. 1st Street (Lower Level)
Mesa, AZ 85201
480-644-2223

Peoria Community Center

8335 W. Jefferson Street
Peoria, AZ 85346
623-878-0416

Youth Sites (continued):

Tempe Escalante Center

2150 E. Orange Street
Tempe, AZ 85281
480-350-5824

Access Points:

Arizona Coalition for Military Families (Military and Veterans Only)

480-889-0718 or
Employment@arizonacoalition.org

Arizona OIC Opp. Industrialization Center

39 E. Jackson St.
Phoenix, AZ 85004
602-254-5081

Arizona Housing Inc.

9601 N. 17th Ave
Phoenix, AZ 85021
602-256-6945

AZ Common Ground (Ex-Offender Service)

2406 S. 24th St. Ste. E116
Phoenix, AZ 85034
602-914-9000

Buckeye Outreach for Social Services

501 E. Mahoney St.
Buckeye, AZ 85326
623-386-6365

Care1st Avondale Resource and Housing Center

328 W. Western Ave.
Avondale, AZ 85323
623-333-2703

Access Points (continued):

CASS Single Adult

230 S. 12th Ave
Phoenix, AZ 85007
602-256-6945

Central Arizona Shelter Services (CASS)

Phoenix, AZ 85007
602-256-6945

City of Chandler Library

22 S. Delaware St.
Chandler, AZ 85225
480-782-2800

City of Peoria Library

8463 W. Monroe St.
Peoria, AZ 85345
623-773-7555

City of Tolleson Library

9555 W Van Buren
Tolleson, AZ 85353
623-936-2746

DK Advocates

2106 N. 24th St.
Phoenix, AZ 85008
602-277-5787

East Valley Men's Center

Mesa, AZ 85201
480-610-6722

**East Valley Veterans Education Center
(Military and Veterans Only)**

3320 S. Price Rd.
Tempe, AZ 85282
480-384-9850

Estrella Mtn. Community College (Career Center)

3000 N. Dysart Rd.
Avondale, AZ 85392
623-935-8949

**Faith House
(Shelter Residents Only)**

Glendale, AZ 85032
480-733-3019

Gateway Community College Career Center

108 N. 40th St. Bldg. IE 1234
Phoenix, 85034
602-286-8500

Gila Bend Resource Center

303 E. Pima St.
Gila Bend, 85337
928-683-6502

Glendale Community College (Career Center)

6000 W. Olive Ave.
Glendale, 85302
623-845-3283

Guadalupe Branch Library

9241 S Avenida Del Yaqui
Guadalupe, AZ 85283
602-652-3000

Homeless Youth Connections

500 N. Bullard Ave., Ste. 28
Goodyear, AZ 85338
623-374-3747

House of Refuge Center (Shelter Residents only)

Mesa, AZ 85212
480-988-9242

Access Points (continued):

Lutheran Social Services of the Southwest

7205 N. 51st Ave.
Glendale, AZ 85301
480-654-4539

Lutheran Social Services of the Southwest

5946 E. University Dr.
Mesa, AZ 85205
480-654-4539

La Mesita Apartments & Family (Shelter Residents only)

Mesa AZ 85201
480-733-3016

Mesa Community College (Career Services)

1833 W. Southern Ave.
Mesa, AZ 85202
480-461-7592

North Valley Regional Library

40410 N. Gavilan Peak Pwky.
Anthem, AZ 85086
602-652-3000

Paradise Valley Community College

18401 N. 32nd St.
Phoenix, AZ 85032
602-787-7073

Phoenix Indian Center

4520 N. Central Ave., Suite 250
Phoenix, AZ 85012
(602) 264-6768

Recovery Empowerment Network

212 E. Osborn Rd
Phoenix, AZ 85012
(602) 248-0368

Recovery Innovations (Program Participants Only)

2701 N. 16th St., Suite 316
Phoenix, AZ 85006
(602) 650-1212

Rose Terrace Apartments

525 E. Harrison St.
Avondale, AZ 85323
623-925-0770

San Tan Regional Court Center

201 E. Chicago St.
Chandler, AZ 85225
602-372-3400

Southwest Human Development

1300 N. 48th St.
Phoenix, AZ 85008
602-845-4200

St. Joseph the Worker

1125 W. Jackson St.
Phoenix, AZ 85007
602-417-9854

Tempe Community Action Agency

2150 E. Orange St.
Tempe, AZ 85281
480-350-5890

Vista Del Camino Community Center

7700 E. Roosevelt St.
Scottsdale, AZ 85257
480-312-0058

Zion Institute

1614 E. Wood St.
Phoenix, AZ 85040
602-276-1951

Appendix G – City of Phoenix Workforce Development Locations

American Job Centers:

American Job Center West
3406 N. 51st Avenue
Phoenix, AZ 85031
623-245-6200

American Job Center North
9801 N. 7th Street
Phoenix, AZ 85020
602-861-0208

Affiliate Sites:

American Job Center South
Travis L. Williams Family Service Center
4732 S. Central Ave.
Phoenix, AZ 85040
602-534-4732

Arizona Department of Economic Security
Employment Services
4635 S. Central Ave.
Phoenix, AZ 85040
602-771-0630

Arizona Women's Education and Employment
914 W. Hatcher St.
Phoenix, AZ 85021
602-371-1216

Friendly House
113 W. Sherman St.
Phoenix, AZ 85003
602- 257-1870

Youth Sites:

Arizona Call-A-Teen Youth Resources, Inc.
649 N. 6th Ave.
Phoenix, AZ 85003
602-252-6721

Friendly House
802 S. 1st Ave.
Phoenix, AZ 85030
602-257-1870

Jewish Family & Children's Services
9014 N. 23rd Ave. Bd 2, #3
Phoenix, AZ 85021
602-279-0084

Jobs for Arizona Graduates
2501 W. Dunlap, #200
Phoenix, AZ 85021
602-216-9503

Neighborhood Ministries
1918 W. Van Buren St.
Phoenix, AZ 85009
602- 252-5225

Tumbleweed Center for Youth Development
3707 N. 7th Street, Suite 100
Phoenix, AZ 85014
602-264-6035

YMCA
4380 N. 51st Ave
Phoenix, AZ 85031
602-688-5332

Youthbuild - Maricopa Skill Center
1245 E. Buckeye Rd.
Phoenix, AZ 85034
602-238-4334

Access Points:

FIBCO Family Services, Inc.

1141 E. Jefferson St.
Phoenix, AZ 85034
602-385-3900

First New Life Missionary Baptist Church

1902 W. Roeser Rd.
Phoenix, AZ 85041
602-276-4085

First Pentecostal Church and Community Center

2709 E. Marguerite Ave.
Phoenix, AZ 85040
602-323-2930

Hope's Crossing

830 N. 1st Avenue Ste. 212
Phoenix, AZ 85003
602-795-8098

International Rescue Committee

4425 W. Olive #400
Phoenix, AZ 85014
602-433-2440

Labors Community Service Agency

3117 N. 16th St., Suite. 100
Phoenix, AZ 85016
602-263-5741

Maryvale YMCA

3825 N. 67th Ave.
Phoenix, AZ 85033
623-873-9622

Neighborhood Ministries

1918 W. Van Buren St.
Phoenix, AZ 85009
602-718-1173

Ocotillo Library and Workforce Literacy Center

102 W. Southern Ave.
Phoenix, AZ 85041
602-256-5683

Rio Vista Community Center

1431 E. Southern Ave.
Phoenix, AZ 85040
602-689-7457

Somali American United Council

2425 E. Thomas Rd., Suite 11/12
Phoenix, AZ 85016
602-522-2100

Appendix H – Timeframe for Activities

Meeting Date	Activities
9/29	<ul style="list-style-type: none"> • Joint Regional Workforce Development Services Planning Kickoff
10/19	<ul style="list-style-type: none"> • Process and Procedure Discussions
11/5	<ul style="list-style-type: none"> • Team Activity Discussions
11/19	<ul style="list-style-type: none"> • Team Activity Discussion and Expectations • Review Draft Survey
12/3	<ul style="list-style-type: none"> • Discuss Survey Distribution List • Finalize Survey Format (Survey Distribution 12/4-12/18) • Best Practices Review • Planning Discussion (State Workforce system, WDBs, WIOA Partners, and Sector Strategies)
12/17	<ul style="list-style-type: none"> • Review Preliminary Survey Results • Continued Planning Discussion (State Workforce system, WDBs, WIOA Partners, and Sector Strategies)
12/29	<ul style="list-style-type: none"> • Review Final Survey Results
1/7	<ul style="list-style-type: none"> • Review Program Area Draft Plan: Awareness and Access • Review Program Area Draft Plan: Employment Assistance • Review Program Area Draft Plan: Participant Training • Review Fiscal Allocation, Client, and Location Data
1/21	<ul style="list-style-type: none"> • Finalize Program Area Plan: Awareness and Access • Finalize Program Area Plan: Employment Assistance • Finalize Program Area Plan: Participant Training • Finalize Fiscal Allocation, Client, and Location Data
2/4	<ul style="list-style-type: none"> • Review Program Area Draft Plan: Youth Services • Review Program Area Draft Plan: Business Services • Review Program Area Draft Plan: Layoff Assistance (Rapid Response) • Review Planning Areas Draft
2/18	<ul style="list-style-type: none"> • Finalize Program Area Plan: Youth Services • Finalize Program Area Plan: Business Services • Finalize Program Area Plan: Layoff Assistance (Rapid Response) • Finalize Planning Areas Draft
3/30	<ul style="list-style-type: none"> • Final Joint Regional Workforce Development Services Plan Document

Appendix I – Abbreviations

- AJC – Arizona Job Connection
- AZCIS - Arizona Career Information System
- BOS – Board of Supervisors
- City – City of Phoenix, Arizona
- County – Maricopa County, Arizona
- CTE – Career and Technical Education
- DES – Arizona Department of Economic Security
- DOL – U.S. Department of Labor
- DW – Dislocated Worker
- ETPL – Eligible Training Provider List
- IGA – Intergovernmental Agreement
- LWA – Local Workforce Area
- MCWDB – Maricopa County Workforce Development Board
- OJT – On-the-Job Training
- Region – Maricopa County Local Workforce Area and City of Phoenix Local Workforce Area
- RFP – Request for Proposal
- RR – Rapid Response
- SNAP – Supplemental Nutrition Assistance Program
- SSI – Social Security Income
- TABE - Test of Adult Basic Education
- TANF – Temporary Assistance for Needy Families
- UI – Unemployment Insurance
- WDB – Workforce Development Board
- WEX – Work Experience
- WIA – Workforce Innovation Act of 1998
- WIOA – Workforce Innovation and Opportunity Act

ATTACHMENT C

Board Strategic Plan

PHOENIX BUSINESS AND WORKFORCE
DEVELOPMENT BOARD

STRATEGIC PLAN 2014

Acknowledgements

This report was prepared by Thomas P. Miller and Associates, LLC (TPMA). TPMA would like to thank all of the individuals who participated in the project. TPMA appreciates the leadership and feedback provided by the Phoenix Business and Workforce Development Board and the individuals who shared their time and perspectives during interviews and input sessions.

Thomas P. Miller and Associates would like to also thank the leadership and staff of the Phoenix Business and Workforce Development Board for their day-to-day assistance and guidance throughout the project.



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Why a strategic plan?

As the convener of the workforce development system for Greater Phoenix, the Phoenix Business and Workforce Development Board contributes in many ways to developing a skilled workforce. Whether it is through proactive engagement of the business community through the Phoenix Business and Workforce Development Center, the day-to-day services provided to jobseekers at the One-Stop Centers, or collaboration with partners on special initiatives, the Board's work is complex. Therefore, a strategic plan is necessary to focus the work of the Board and to ensure that various efforts are aligned toward common goals. Furthermore, with multiple plans for specific initiatives such as the integrated services business plan, the strategic plan is the one which ties all of the Board's efforts together in a systemic way.

The implementation of this strategic plan will be realized through the services and programs of the Board. These programs are integrated components of the plan and can be used as tools and resources to support the plan. They are not separate from the strategic plan; they are central to its success. These programs and services – whether they are direct services of the Board or collaborative efforts among its partners – combine to develop a comprehensive talent development system to support businesses in Greater Phoenix. The strategic plan, therefore, focuses on the workforce development system that moves beyond the Workforce Investment Act (WIA). It requires the PBWDB to view its mission and work through a systemic lens—one that includes workforce

development, economic development and education partners and their services.

METHODOLOGY

Over a six-month period, the Phoenix Business and Workforce Development Board engaged in a thoughtful process to develop its strategic plan. The process was facilitated by Thomas P. Miller and Associates, LLC (TPMA) and sought to leverage insights from multiple stakeholder groups. After reviewing the current structure, existing plans, and best practices, TPMA collected input from multiple stakeholders diverse perspectives. Specifically, this included:

- *Stakeholder Interviews* – A total of ten (10) individual interviews were conducted with Board members, staff, and other key stakeholders.
- *Input Sessions* – TPMA conducted six (6) input sessions to gather information and ideas. Input sessions were held with employers, adult jobseekers, youth, and partners. In total, more than seventy (70) individuals participated in these sessions.
- *Best Practices Review* – Best practices research examined the structure of innovative, high-performing workforce investment boards across the country.
- *Strategic Planning Sessions* – A series of strategic planning sessions were facilitated by TPMA with the Phoenix Business and Workforce Development Board. These sessions focused on refining the mission and vision statements of the Board as well as outlining the framework for the strategic plan.

USING THE STRATEGIC PLAN

The strategic plan developed by the Phoenix Business and Workforce Development Board is a living document that will be used to guide the work of the Board and its staff. The plan is organized around three pillars – Proactive and High Quality Services, Community Outreach and Engagement, and Organizational Excellence – and nine goals. While this is ambitious, dedicated efforts and efficient progress will ensure the goals and strategies can be accomplished within three years. As some of the more foundational goals are accomplished, they will help to build momentum which can be harnessed for the more complex goals and strategies.

While the Board should be relentless in its push toward accomplishing these goals, it is also important to make adjustments to the plan when necessary. As the market for talent evolves or other factors impact progress, the strategic plan should be adapted as necessary. It is critical, then, to monitor progress routinely at multiple levels of implementation.

Role of the Board

The Phoenix Business and Workforce Development Board is ultimately responsible for the success of its strategic plan. With that said, the Board should provide oversight and direction for plan at a strategic level, rather than getting “in the weeds” of implementation. Using tools provided as part of this plan, the Board is responsible for monitoring progress toward the goals and metrics identified in the plan.

Role of staff

Staff to the Phoenix Business and Workforce Development Board will be responsible for managing the implementation and success of strategies laid out for each goal. They will provide the day-to-day operational support and services that build toward the goals of the plan. Staff will be responsible for tracking progress and for reporting this progress toward key indicators to the Board.

Role of partners

As this strategic plan represents the workforce development system, partners will play a key role in the success of the plan. Many of the goals and strategies require collaboration among partners. In some cases, partners will be looked upon to lead strategies and initiatives that further the plan.

Mission and Vision

MISSION STATEMENT

The Phoenix Business and Workforce Development Board serves as a catalyst, identifying and addressing the evolving business needs of Greater Phoenix by convening partners to provide customer-centric solutions and resources which offer employers access to a skilled workforce.

VISION STATEMENT

Businesses will have access to world-class talent through a comprehensive, seamless system of partners that positions Phoenix as a global leader for economic growth.

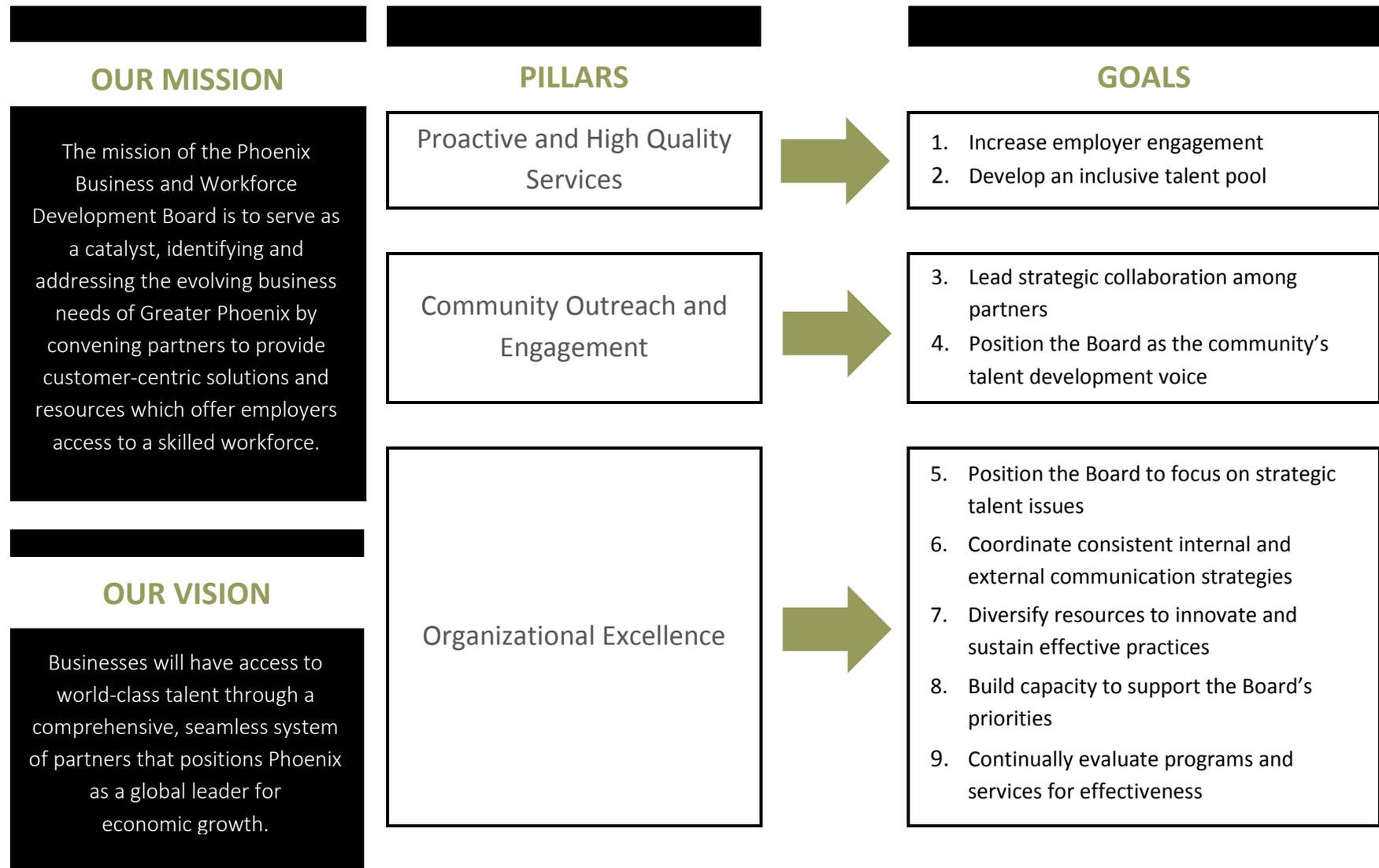
SYSTEM DEFINITION

It is important for partners engaged in workforce development activities to align efforts and work together as a cohesive system. These partners include economic development, workforce development, education, labor, local elected officials, community-based organizations and others who provide services and resources to businesses and job seekers. Identifying and building upon partner strengths and targeting resources will enable partners to have a greater collective impact.

Another critical element of a high-performing workforce “system” is the need to proactively understand the needs of businesses—particularly those within the target industries—and create a unified response. By meeting the needs of business, the system will in turn better serve individuals within the region.

While the Phoenix Business and Workforce Development Board serves as convener of the system, each partner has an important role to play within the Greater Phoenix workforce system.

Strategic Plan



PILLAR I:
PROACTIVE AND HIGH-QUALITY SERVICES

PROACTIVE AND HIGH-QUALITY SERVICES

Essential to the PBWDB's mission is its ability to proactively identify the needs of the workforce system's two primary customers—businesses and job seekers—and design services to respond accordingly. Best practice research shows those WIBs considered to be high-performing have shifted to a demand-driven philosophy. A WIB in the Grand Rapids, Michigan region defines a demand-driven system in this way:

“A demand driven workforce system identifies the employer as the primary customer. It recognizes that ultimately the employer is the ‘end user’ of our system, and that the extent to which we meet employers’ needs is the extent to which we provide the talent for employers.”
(See Appendix D or further definition of a Demand Driven System)

Demand must truly drive the design and delivery of services and related processes in order to be most effective. At the heart of this philosophy is the notion that by meeting the needs of businesses, the system will in turn, meet the needs of job seekers and achieve higher level outcomes and more significant results.

This will require a culture shift for long-time leaders and staff whose natural tendency may be to revert back to a job development type model, rather than a business-centric, consultative approach. It also will require a regular feedback loop from business services staff to those on the front lines serving job seekers in order to equip them with a more real-time, accurate picture of the labor market and skills needed to enter into and progress along career pathways in the Greater Phoenix region. The PBWDB industry forums for workforce development professional

staff are a great example of this and a good step in the right direction.

Finally, to be effective, the workforce system must take steps to more fully understand its target audiences, then align the customer experience and services accordingly. As was noted in the National Associate of Workforce Boards' analysis report, “managing customers’ brand experiences is an essential ingredient for building an outstanding brand and customer referrals.” It will be important to take a look at all services and related processes with fresh eyes. *Are they the right services to identify and address the needs of businesses and prepare job seekers to meet businesses’ needs? Are the processes as lean as possible? Are there unnecessary steps that are justified only because “that’s the way we’ve always done it?” Where service utilization rates are low, what is the root cause and how can we address it? What can be done to improve the customer experience?* PBWDB members have begun to work with staff to map processes and identify opportunities to streamline steps and optimize the customer experience. Implementation of the Integrated Services Delivery Model presents a perfect opportunity to continue this work and increase functional alignment of partners, services, and policies.

Efforts also should be made to ensure partners buy in and support the demand-driven approach. They should be encouraged to revisit metrics that drive staff behavior to ensure alignment to the overall system goals. Partners also should be called upon to assist by identifying and building on their strengths and aligning resources to respond to the needs of businesses.

Goal 1: Increase employer engagement.

The Phoenix Business and Workforce Development Center and the business services concierge approach are clearly points of pride for board members, staff and officials alike. In addition to the center, another asset that is fairly unique to the City of Phoenix is the organizational infrastructure that allows for greater coordination between workforce development and economic development. The City of Phoenix has the opportunity to take this structural strength to the next level. This will require a deeper and more meaningful level of integration first within the city structure, and ultimately, to include other strategic partners who are currently calling on businesses.

This approach can maximize City and partner resources, expand reach in order to truly get the “pulse” of the business community and increase overall market penetration. Yet, the primary benefit of providing a more seamless and unified front to businesses is increased customer satisfaction. Business feedback indicated many do not fully understand all services and resources available to them and some see duplication within the system. By providing a consultative, solutions-based experience, partners can introduce a comprehensive set of partner services tailored to the business’ particular needs through a primary point of contact.

The PBWDB also should re-examine the services and resources currently available in business services “toolkit” to ensure partners are capitalizing on the flexibility allowed under guiding legislation. The PBWDB may benefit from looking at how WIBs across the country are supporting innovation and are using their WIA funding to add value to businesses and meet their ever-evolving needs. Many have found success with public-private partnerships, including sector partnerships, customized job training and on the job training. Focusing solutions on the sectors which have or will have significant economic impact on the community and which provide pathways to high-wage positions will ensure resources are leveraged to have the greatest effect in the community.

Strategy 1.1	Utilize sector partnerships to identify collective industry needs
Strategy 1.2	Continue to strengthen business outreach, identifying additional opportunities to maximize reach, integrate efforts and present a unified front to businesses
Strategy 1.3	Continue to improve and streamline all business services and related procedures
Strategy 1.4	Explore additional opportunities to create public/private partnerships, including expanded use of On-the-Job Training (OJT), incumbent worker training and customized job training

Goal 2: Develop an inclusive talent pool.

On the supply side of the demand-driven equation, the system must first understand where the best job opportunities currently exist within the labor market. Through this strategic planning process, partners and job seekers alike said the single most valuable service the workforce system can provide is accurate and meaningful career guidance. Fundamental to this is the need to understand the current and projected high-demand, high-value jobs and the skills and competencies necessary to enter into those jobs or career pathways leading to them. Simply producing a list with this information and sharing it with partners and throughout the community would be valuable and also will begin to position the PBWDB as an expert (related to Goal 4).

Once job seekers understand where the jobs are, they need to explore their interests, aptitudes and suitability for those occupations. Investing time and resources at this level of the job search experience will pay dividends to individuals and partners. Individuals also should become educated consumers of training if needed to support their career pathway. This means understanding tuition costs, placement rates, and wages at placement from the various institutions and factoring this information into their decisions. Staff should be equipped with the tools they need to guide individuals through the career exploration process and should possess the competencies necessary to perform effectively as career counselors. To this end, the PBWDB could consider offering professional development opportunities for career counselors, case managers, guidance counselors and student advisors throughout the system.

In order to position the workforce system as *the* best source for employers to turn, it must develop a comprehensive talent pool that will enable the business services team to fulfill *all* incoming requests by Phoenix area employers across the talent spectrum. Therefore, the talent pool must include individuals qualified for entry-level, technical, and professional positions. This will require all partners to drive talent to the system. It also will require some level of effort to understand the pool available today, identify the job seekers missing from the pool and develop a concerted effort to target and attract them into the system. It will also require a mix of traditional and non-traditional skill development strategies to propel individuals forward on their career pathway such as apprenticeships and pre-apprenticeship models, work-based learning opportunities, and partnerships with the community's universities in addition to the current successful programs offered by training providers.

The future workforce is another important component in maintaining a comprehensive talent pool. Building on the strength of the PBWDB's current youth service programs, the Youth Council can consider ways to scale its efforts to provide career development resources to youth in the community. Special focus on engaging youth in the system positions the PBWDB to provide and *sustain* a comprehensive talent pool for employers in Phoenix.

This may require investing additional technology to understand the talent pool and grow it through proprietary resume sources, analytics, etc. PBWDB should consider investing in such tools (or advocate for

them on a statewide basis) in order to equip the business services team with the tools they need to fulfill business job orders and provide city officials with data they need for use when encouraging business expansion and/or attracting additional businesses to the Greater Phoenix area.

Once the team is able to analyze and identify gaps in the current talent pool, efforts should be made to better understand those particular targets—needs, motivators, preferences, etc. With this information, partners can reevaluate the current service mix to determine if changes or additions are necessary to attract and serve these targeted customers. This may require a shift from program-centered thinking to a more holistic and systemic approach to add value to all job seekers and could potentially build from the integrated service delivery model.

Strategy 2.1	Capture and provide information about high-demand/high quality occupations and skills needed for success
Strategy 2.2	Strengthen career exploration tools and services for all
Strategy 2.3	Develop the capability to analyze and understand the skills, experience, etc. of available talent pool
Strategy 2.4	Identify gaps in current talent pool hindering the business services team from fulfilling employer requests; develop strategies to engage more skilled and professional job seekers
Strategy 2.5	Ensure service mix adds value to all job seekers, regardless of where they are on their career journey

PILLAR II:
COMMUNITY OUTREACH AND ENGAGEMENT

COMMUNITY ENGAGEMENT AND OUTREACH

To ensure high quality services to its customers, the PBWDB must view its mission and work through a systemic lens—one that includes workforce development, economic development, and education partners and their services and promotes the Arizona Commerce Authority’s recently identified core values of “collaboration and integration.” Community outreach and engagement are central to creating this collaborative, integrated workforce development system. The Greater Phoenix region is not lacking for workforce development resources. The large number of organizations serving Phoenix businesses and jobseekers presents both an asset and a challenge. It offers an opportunity for collaboration, to create efficiencies in service delivery, minimizing duplication of effort across organizations and making better, more effective use of limited financial and staff resources. On the other hand, the vast array of resources and organizations makes communication and consensus difficult. Each organization has its own set of objectives and benchmarks that it strives to meet, and sometimes these differences hinder collaboration.

In focus groups, partners making up the workforce development system in Phoenix expressed a need for a more formal, coordinated way to collaborate. In the past, the Maricopa Human Capital Collaborative (MHCC) served as a platform for this, bringing representatives from a wide variety of organizations to the table to discuss common needs, services, and collaboration. However, as the organization

grew, its mission became broad and, lacking a clear vision, its efforts have been scaled back.

Using the groundwork that has already been laid by the MHCC, the PBWDB has the opportunity to be a convener of partner organizations, bringing a level of formality to desired collaboration. Because of the Board’s unique position within the Community and Economic Development Department, it already has an advantage toward bringing both economic and workforce development resources and viewpoints to the table. By facilitating this communication the Board can become a leader in creating a common vision for the workforce development system in Phoenix and identifying strategic partnerships that will work toward shared goals and measures of success.

Goal 3: Lead strategic collaboration among partners.

The PBWDB should position itself as a leader of strategic partnerships within the workforce development system. These partnerships will allow organizations to more efficiently use their resources, giving them the opportunity to expand to new areas, and ultimately meet the needs of more customers.

Representatives from partner organizations expressed in focus groups that one of the largest barriers to collaboration was the lack of a shared vision, priorities, and measures of success among partners. Using the MHCC as a foundation, the Board can facilitate a discussion to create these shared goals and identify a few, clear areas in which collaborative efforts are most needed and can begin to take place. This discussion forum should be regular occurrence, to continually identify successes and roadblocks, and to create new priorities and expectations as necessary and maintain a level of accountability among partners.

Employers expressed that they often do not know who to reach out to when they have a workforce need, or even that there are services available to assist them. Busy human resource managers do not feel they have the time to comb through the many organizations that exist in Phoenix to find one that will meet their needs. A goal of increased collaboration is to help create a clearer picture for employers, and display a cohesive front to service delivery. As collaborative efforts become stronger, the PBWDB and other partner organizations will continue to establish trust with area employers to become an even more trusted partner when workforce challenges are met.

Strategy 3.1	Establish a shared vision and priorities among partners
Strategy 3.2	Utilizing the Maricopa Human Capital Collaborative as a foundation, identify one or two priorities or focus areas for proactive, ongoing collaboration
Strategy 3.3	Build in strategies so all partners understand expectations and are accountable for success of the collaborative
Strategy 3.4	Work with partners to create a cohesive response to employers stated needs
Strategy 3.5	Ensure that the philosophy and mechanisms for collaboration are shared by <i>all</i> staff

Goal 4: Position the Board as the community’s talent development voice.

In order to play an integral role in the workforce development system in Phoenix, the PBWDB should hone its messaging, positioning itself as the voice of talent development for the community. The Board needs to ensure that talent development is a key priority of the City of Phoenix by identifying issues that impact the workforce development system and proactively advocating for changes that will support the growth of the regional workforce and efforts to connect employers with the talent they need.

The National Association of Workforce Boards’ Workforce Leadership Council Assessment identified “Brand Strategy and Positioning” as a key component of creating strong communications in the community. The Board should place a priority on creating a marketing and messaging plan that will give the PBWDB a clear and recognizable purpose and brand. This is important for both internal and external communications. A cohesive brand and communication plan will help Board members gain a better understanding of the Board’s goals, purpose, and message and how to most effectively communicate them. Board members will benefit from having a consistent “elevator speech” that is relevant for multiple audiences and gives a clear picture of the role of the PBWDB. Pushing out a recognizable brand will also help with the Board’s visibility in the community, facilitating community outreach and the elevation of the Board’s as the go-to organization for talent development issues and strategies in Phoenix.

Strategy 4.1

Proactively engage in advocacy/public messaging focused on talent development issues

Strategy 4.2

Create a marketing plan to position the board and its services as the source for talent in Phoenix

PILLAR III:
ORGANIZATIONAL EXCELLENCE

ORGANIZATIONAL EXCELLENCE

As Pillar I and Pillar II require the Phoenix Business and Workforce Development Board to act proactively and efficiently, it is essential to ensure the PBWDB has a strong organizational foundation upon which to build. Organizational excellence will not only prepare the Board to accomplish its priority goals and strategies, but it will also allow the PBWDB to respond effectively to the changing needs of the Greater Phoenix labor market.

Organizational excellence begins with leadership. The PBWDB has a wealth of knowledge, experience, and talent at its finger tips in the members of the Board and these members need to be engaged strategically. Positioning the Board to focus its time and talents on strategic issues will provide staff and partners with the direction needed to maximize the impact of the workforce development system, while also giving Board members the opportunity to engage with the system in meaningful way.

Clear and consistent communication is also fundamental to the efficiency of a strategic, demand-driven system. In order for services to be proactive and aligned to the needs of business, internal communication flows must be developed to provide a feedback loop among staff who are gathering business intelligence and those who are guiding jobseekers along a career path. In other words, internal communication needs to ensure demand information is driving decision-making and services for jobseekers. With internal communication supporting the demand-driven system, it is also important to promote a consistent brand for the Phoenix

Business and Workforce Development Board externally which articulates the mission and values of the Board. Consistency will strengthen the awareness of the Board and its services in the community and clear communications will help to build the system's profile as a proactive, solutions-oriented partner to businesses, job seekers and the Greater Phoenix community.

In addition to consistent communications and strategic engagement of Board members, the PBWDB will also need to make sure it is organizationally equipped with the financial and human resources to support the strategic plan. The PDWDB has identified the need to diversify its financial resources to allow for more flexibility and innovation. Similarly, the implementation of the strategic plan will require human resources that are equipped with the time and ability to carry out strategies. This may mean providing professional development opportunities for staff, reallocating tasks so adequate time is dedicated, or strategically collaborating with other partners and organizations.

Goal 5: Position the Board to focus on strategic talent issues.

Every member of the Phoenix Business and Workforce Development Board brings experiences, knowledge, and skills that should be leveraged to tackle the strategic workforce development issues at hand. The PBWDB has made recent efforts to expand Board membership and has the opportunity to combine fresh perspectives of these new perspectives with the knowledge and insights of experienced members. These recruitment efforts should continue. Specifically, when recruiting members to represent industry, nominations should be sought for individuals that can represent the wealth-generating sectors in Phoenix.

Interviews with current Board members indicated that significant portions of Board meetings focus on administrative and Workforce Investment Act (WIA) compliance issues. Comments in interviews echoed findings from assessment conducted by the National Association of Workforce Boards (NAWB) which reported, “Board member responses indicate that the meetings could be more engaging (3.81/5; 77% positive) and is further supported by low attendance at meetings (61% - 74% - based on a review of minutes submitted).”¹ While these are necessary functions, Board meetings should engage members in discussion and planning around strategic talent issues. In addition to Board meetings, several interviews with Board members uncovered the need to involve Board members in activities outside of Board meetings. Activities such as spending time in the Phoenix Business Center or One Stop Centers, attending partner events, providing professional development to staff (e.g. lean office processes) allow Board members to connect more meaningfully to the services and programs provided by the workforce development system. In turn, these experiences will help to elevate Board meetings by deepening their understanding of services, opportunities and challenges faced by the system.

The PBWDB governance structures should be utilized as tools to support the focus on strategic talent issues. The current task force structure and Board procedures should be reviewed for efficiency.

Strategy 5.1	Expand Board member recruitment and education efforts
Strategy 5.2	Engage Board members in meaningful ways (in addition to Board meetings)
Strategy 5.3	Build in governance mechanism(s) to ensure activities are demand-driven
Strategy 5.4	Revisit current structure and procedures for efficiency

¹ National Association of Workforce Boards, Workforce Leadership Council Assessment Report, 2012.

Goal 6: Coordinate consistent internal and external communication strategies.

For a demand-driven system to be fully realized, internal communication flows must be developed to provide a feedback loop among staff who are gathering business intelligence and those who are guiding jobseekers along a career path. Ideally, the intelligence gathered through the Business Center's one-on-one interactions with business or collectively through the PBWDB's sector strategy efforts will be used to inform the services and guidance provided to jobseekers in the One Stop Centers. Interviews highlighted, however, the need to develop more intentional information sharing among the Phoenix Business Center and the Phoenix One Stop Centers. Regular sharing of information will help staff in the One Stop Centers to provide effective, informed career guidance to jobseekers, leading to positive outcomes for both business and jobseekers.

In addition to clarifying internal communication strategies, it is also important for the PBWDB to heighten awareness of its services throughout the community and with its partners. A consistent brand for the Board will help to position the Board as a convener in the community and can help to demonstrate the value added by the workforce development system in Greater Phoenix. As complex as the system is, it is important that the brand conveys simply and clearly the work of the Board.

Strategy 6.1

Clarify the internal feedback loop from business services staff/partners to jobseeker services staff/partners to drive demand-driven services

Strategy 6.2

Develop a consistent and independent brand for the Board

Goal 7: Diversify resources to innovate and sustain effective practices.

As resources for workforce development have become constrained, workforce boards across the country are looking toward models and strategies to maximize the resources that are available and secure new resources to fill gaps and allow for flexibility. A review of the organizational structure and revenue generating models from high-performing workforce investment boards across the country found most seek external grant funding from both public and private sources. This is often easier done if the board is incorporated as a 501(c)3 organization. Again, these findings echo the assessment conducted by NAWB. NAWB reported, “Funding diversification is an area of opportunity (comments indicate the percentage of leveraged funding is unknown).”

Board members and partners understand the limitations of federal Workforce Investment Act (WIA) funding, but they also expressed the need to move beyond the constraints of WIA in order for the Board to have a significant impact. First, existing funds should be reviewed to identify where flexibility currently exists. Even within WIA, there is room for innovation and funding can be strategically invested in alignment with the PBWDB’s priorities. With a more clear understanding of the possibilities, the Board should begin to explore the organizational structures best suited for securing additional, external funding.

Strategy 7.1	Identify funding priorities
Strategy 7.2	For each funding priority, develop a funding plan that first leverages existing funds as flexibly as possible and then identifies if outside resources are needed
Strategy 7.3	Identify and pursue additional funding opportunities
Strategy 7.4	Pursue 501(c)3 status for the Board

Goal 8: Build the capacity to support the Board’s priorities.

With a renewed focus on strategic talent issues and new strategies to support its goals, the PBWDB should empower Board members, staff and partners in implementation of the strategic plan. In order to do so, the Board must build the capacity to support its strategic priorities. Capacity can be leveraged by providing leadership and oversight via the Task Force structure, reallocating staff time to be dedicated to strategic priorities, and collaborating with partners to share responsibility for joint initiatives.

The investment of time and resource should be dedicated to professional development of staff to include front-line, mid-management and executive-level staff. For example, specific topics may include concepts of a demand-driven system and/or grant writing and fund development techniques.

Strategy 8.1	Identify human resource needs to support the Board’s priorities (e.g. grant writing, others to dedicate time to strategic initiatives)
Strategy 8.2	Identify and provide professional development opportunities to staff and partners

Goal 9: Continually evaluate programs and services for effectiveness.

As the strategic plan is a plan for moving forward, the PBWDB should be very intentional about tracking progress and measuring success. Once metrics have been established, tools such as a balanced scorecard can be helpful in evaluating progress toward the Board’s goals. Progress should be monitored at regular intervals by the Board and even more frequently by staff. This will help to identify early indicators of success or stagnation. The implementation of the strategic plan will have implications for resource allocation as well. As strategies are implemented and accomplished, resources may need to be shifted to accommodate new tasks.

Strategy 9.1	Establish meaningful metrics to track and evaluate progress toward Board goals
Strategy 9.2	Evaluate services and strategies to identify what is working and what is not working
Strategy 9.3	Revisit resource allocation regularly

Implementation Structure

Phoenix Business and Workforce Development Board

The Phoenix Workforce Business and Workforce Development Board (PBWDB) provides leadership for strategic plan implementation and consists of representatives from business, economic development, education, labor and workforce development. Board members must serve as champions for the strategic plan, holding the system, its partners and staff accountable and maintaining focus on the goals and objectives identified within the plan.

The PBWDB staff shall have the responsibility to report on the progress of implementation and results of actions steps outlined in the strategic plan to the PBWDB on a regular basis.

PBWDB Committees

Committees are designated to provide input, oversight and monitoring for categories of activity associated with each of the Strategic Plan goals. Composition of the Committees will be based on the areas of identified responsibility and will include the partners and stakeholders necessary for successful implementation. All committees will report their progress and results to the Executive Committee.

The PBWDB Workforce Leadership Council will be charged with “owning” the implementation of the Strategic Plan. The Council will regularly monitor implementation progress, update the full Board on progress, ensure activities/responsibilities assigned to the Board are carried out, and recommend necessary adjustments to the plan.

Strategic Retreat

The PBWDB will hold a Strategic Retreat to solidify the Action Plan for Year 1 and identify priorities for moving forward. Prior to the retreat, the Workforce Leadership Council will finalize the annual action plan and identify the major agenda items to discuss during the retreat. The retreat will provide an opportunity to present the annual work plan for the implementation of the Strategic Plan. It will also be an opportunity to introduce tools such as a balanced scorecard and for the Board to set the direction for strategies related funding priorities, public messaging, and Board member engagement.

Partners

Partners are individuals and organizations who represent business, economic development, workforce development, education, labor and other community-based organizations. Partners identified are those whose participation is believed to be necessary for successful implementation of the strategic plan action items. Partners serve as technical experts, consensus builders and links to individuals and groups impacted by the project. It is anticipated that Partners will participate at varying levels depending on factors such as available time, benefits of the project to their group, etc. As the plan is put into action, it is even more critical to have all partners involved to give the Greater Phoenix area the competitive edge necessary to take full advantage of the economic opportunities that lie ahead.

TOOLS FOR IMPLEMENTATION

Balanced Scorecard

Usage: The Balanced Scorecard is meant to provide a high-level overview of key metrics tied to the overall goals of the plan to the PBWDB.

Frequency: Quarterly

Action Plans

Usage: The Action Plan will identify:

- specific actions necessary for each of the identified strategies
- deadline for targeted completion
- the person, partner, committee or action team ultimately responsible for ensuring completion of each action
- a description of the anticipated outcome that will let those monitoring progress know whether or not the action step has been completed

Frequency: Annual with potential for quarterly adjustments (recommended by PBWDB Workforce Leadership Council)

Progress Reports

Usage: Progress Reports will mirror the Action Plans and will add columns to capture and describe progress to date or since last report and whether the action is complete, on track or behind schedule. These will be useful to staff and partners as they implement each strategy to help them to plan their work and focus their efforts. It is anticipated these reports also will be reviewed with the PBWDB Quality Assurance Committee to guide discussions about particularly noteworthy progress and/or challenging areas.

Frequency: Quarterly

PHOENIX BUSINESS AND WORKFORCE DEVELOPMENT BOARD

APPENDICES

APPENDIX A: Annual Action Plans

Annual action plans have been developed to guide implementation of the Strategic Plan over the next three years. Action plans are aligned with the Program Year (July 1 through June 30) to integrate implementation into the existing services and resources available to businesses and job seekers.

The action plans identify:

- specific actions necessary for each of the identified strategies
- deadline for targeted completion
- the person, partner, committee or action team ultimately responsible for ensuring completion of each action
- a description of the anticipated outcome that will let those monitoring progress know whether or not the action step has been completed

The action plans provide a tool to guide implementation and also monitor progress. If needed, they can be updated or adjusted. These adjustments should be recommended to the PBWDB by the Workforce Leadership Council.

Action Plan: Year 1

(July 1, 2014 – June 30, 2015)

Action	Strategy	By when	Responsible	Measure of Progress
Finalize Strategic Plan and Launch Implementation				
Convene Workforce Leadership Council to finalize Annual Action Plans and plan Strategic Retreat	Strategy 5.1	May 15, 2014	Workforce Leadership Council with staff support	Finalized Annual Action Plan; Retreat agenda set
Hold a Strategic Retreat to finalize Strategic Plan and identify priorities for implementation	Strategy 5.2	June 30, 2014	PBWDB	Strategic Retreat minutes
At Strategic Retreat, devote time to identifying funding priorities over the next one year, three years, and beyond	Strategy 7.1	June 30, 2014	PBWDB	Summary of funding priorities
At Strategic Retreat, devote time to determine primary messages and/or most important topics for Board advocacy	Strategy 4.1	June 30, 2014	PBWDB	Identified primary messages/advocacy plan
Share final Strategic Plan and priorities with the Mayor of the and City Council finalized	Strategy 4.1	October 15, 2014	PBWDB Chair and CEDD Director	Meeting scheduled/conducted
Organize for Implementation				
Identify the human resource needs to support strategic priorities; make recommendations to the Board	Strategy 8.1	June 30, 2014	Exec. Committee, Workforce Leadership Council	Recommendations made to the Board
Discuss with partners where their efforts are in alignment with the strategic plan to avoid duplication and maximize resources for capacity	Strategy 8.1 Strategy 3.1	July 15, 2014	PBWDB Director with staff support	Partner meetings held; areas of alignment identified
Reallocate staff time or add capacity as needed to implement the strategic plan	Strategy 8.1	July 31, 2015	PBWDB with staff support	Necessary staffing adjustments/additions identified and approved; staff reassigned/ hired

Action	Strategy	By when	Responsible	Measure of Progress
Diversify funding for the Board's initiatives				
Develop a phased plan to pursue 501(c)3 status for the PBWDB	Strategy 7.4	September 30, 2014	CEDD Management, PBWDB Director, PBWDB Executive Committee	Plan presented to the Board
Determine the implications non-profit status will have on staffing and organizational structures	Strategy 7.4	December 31, 2014	CEDD Management, Workforce Leadership Council	Staffing implications presented to Board
Seek support from the Mayor and/or City Manager to pursue non-profit status	Strategy 7.4	March 31, 2015	Executive Committee, PBWDB Director, CEDD Management	Letter of support from Mayor and/or City Manager
Review and make recommendations for changes to the PBWDB By-Laws, if needed	Strategy 7.4	May 15, 2015	Workforce Leadership Council; PBWDB	PBWDB by-laws amended
For each funding priority identified during the Strategic Retreat, develop a funding plan that first leverages existing funds as flexibly as possible and then identifies if outside resources are needed	Strategy 7.2	September 30, 2014	Quality Assurance Supervisor	Recommended/potential sources of funding are added to the Summary of Funding Priorities
Regularly monitor available funding opportunities through federal grants (via www.Grants.gov), state, and private resources	Strategy 7.3	Ongoing	Quality Assurance Supervisor	List of viable opportunities shared with leadership monthly
Develop and maintain a funding calendar that outlines grant cycles, application deadlines and other key dates	Strategy 7.3	September 30, 2014; update regularly	Quality Assurance Supervisor	Grant calendar included in Board meeting materials

Action	Strategy	By when	Responsible	Measure of Progress
Position the Board to focus on Strategic Talent Issues				
Begin devoting at least 45 minutes of each Board meeting to Board education, information sharing, and/or strategic discussion	Strategy 5.2	July 1, 2014	Board chair with staff support; Board member Recruitment TF	Meeting minutes reflect at least 45 minutes of education/discussion
Develop a quarterly calendar of events and activities for Board members to engage in	Strategy 5.2	September 30, 2014; update quarterly	Board Liaison	Quarterly calendar included in Board meeting materials; Log of Board member activities/engagements outside of meetings
Plan an annual “Board Day of Service” for all Board members to volunteer in the One Stop Centers	Strategy 5.2	March 31, 2015	Board Liaison, One Stop Manager, Board Recruitment and Engagement Task Force	
As Board vacancies occur, seek nominations for business representatives from priority sectors	Strategy 5.1	As needed	Board Liaison in collaboration with Business Center Manager and CEDD Business Retention and Expansion Director	Board roster created that shows current sector representation; analysis shows sectors needed
Develop a Board orientation schedule and “curriculum” that focuses on a strategic overview of the workforce system	Strategy 5.1	August 31, 2014	WDB Director, Board Liaison, Board Recruitment and Engagement Task Force	Orientation conducted; new Board member feedback/survey gathered every quarter
Communicate expectations and specific roles of each Board member during orientation (e.g. share industry perspective or offer insight into training programs)	Strategy 5.1	As needed	WDB Director and Board Liaison	
Connect new Board members with existing members through the first three (3) meetings to answer questions, provide background information, etc.	Strategy 5.1	As needed	Board Recruitment and Engagement Task Force	

Action	Strategy	By when	Responsible	Measure of Progress
Become the Community's Talent Development Voice				
Educate Board members about the opportunities (e.g. advocacy outlets, allowable activities, etc.) for advocacy and public messaging	Strategy 4.1	September 30, 2014	Board Liaison, PBWDB Director, Representatives from PIO and Government Relations Office	Minutes/summaries of advocacy meetings or other outreach
As needed, provide Board members with advocacy support (e.g. data, background information, meeting coordination)	Strategy 4.1	Ongoing	Board Liaison, PBWDB Director	
Develop a comprehensive marketing plan for the PBWDB that: <ul style="list-style-type: none"> • Articulates the mission of the Board • Includes specific marketing strategies for multiple audiences (i.e. businesses, job seekers of all skill levels, local elected officials, and the larger community) • Takes into marketing efforts of CEDD, in appropriate 	Strategy 4.2	December 31, 2015	PBWDB with staff support	Marketing plan presented to the Board

Increase Employer Engagement

Utilizing the Healthcare sector partnership as a model, launch a Business Operations/Customer Service sector partnership	Strategy 1.1	April 1, 2014	Sector Strategies Manager	Business Operations/Customer Service Sector Partnership organized; industry participation reflected in minutes
Utilizing the Healthcare and Business Operations/Customer Service sector partnerships as models, launch an Advanced Manufacturing sector partnership	Strategy 1.1	September 30, 2014	Sector Strategies Manager	Advanced Manufacturing Sector Partnership organized; industry participation reflected in minutes

Action	Strategy	By when	Responsible	Measure of Progress
Increase Employer Engagement (cont.)				
Provide regular trend reports/data gathered from the sector partnerships to the PBWDB for discussion and to inform decision-making	Strategy 1.3 Strategy 2.1 Strategy 5.2	Begin by June 1, 2014; Ongoing	Business Center Manager; Sector Strategies Manager	Trends presented to PBWDB as discussion items for meetings
Provide regular trend reports/data gathered from sector partnerships to One Stop Center staff and counselors during Trending Careers sessions	Strategy 1.1 Strategy 2.1 Strategy 6.1	Begin by August 31, 2014	Sector Strategies Manager	Standing agenda item for Trending Careers sessions
Evaluate the current internal information sharing and communication flow between business services staff and One Stop Center staff	Strategy 1.3 Strategy 6.1	September 30, 2014	Integrated Services Leadership Team	Evaluation findings presented to the entire IS Leadership Team
Organize quarterly meetings/webinars among business services staff and One Stop staff to discuss ways to utilize information and answer questions	Strategy 1.3 Strategy 2.1 Strategy 6.1	Begin by September 30, 2014; quarterly	Business Center staff; One Stop Center staff	Quarterly meetings/webinars held and/or scheduled
Work with CEDD to streamline On-the-Job Training process and to increase efforts to offer Employed Worker Training funds	Strategy 1.4	August 15, 2014; Pilot processes October 31, 2014	Business Center staff	Business customer feedback; Policies and procedures adjusted
Identify all partners conducting business outreach in the community	Strategy 1.2 Strategy 3.4	September 30, 2014	Business Center Manager and staff; partners	"Map" of partners developed
Meet with partners collectively to identify opportunities to develop a collaborative business services approach	Strategy 1.2 Strategy 3.4	December 31, 2014	Business Center Manager	Collaborative framework developed;
Develop a framework for a collaborative approach to addressing business needs with partners	Strategy 1.2 Strategy 3.4	March 31, 2015	Business Center staff and partners	market penetration and partner business referral data gathered
Develop a resource guide <i>for internal use among partners</i> outlining services provided by the comprehensive system	Strategy 1.2 Strategy 3.4	June 30, 2015	Business Center staff and partners	Resource guide made available to all partners

Action	Strategy	By when	Responsible	Measure of Progress
Develop an inclusive talent pool				
Review the career exploration components/tools utilized during SOAR for opportunities to expand within SOAR or externally	Strategy 2.2	December 31, 2014	IS Product Box Team	Summary of findings from SOAR evaluation
Explore career exploration tools that can be accessed by the general public; Survey partners/providers to see what they are currently using or wish they had	Strategy 2.2	December 31, 2015	IS Product Box Team	Product research summarized, including functionality, ease of use, price, etc.
Explore opportunities to use existing data available from the State to analyze the skills, experience, etc. of the current talent pool	Strategy 2.3	October 31, 2014	IS Product Box Team; Business Services Center staff	Data sharing agreements with the State; access to skill and education data
Utilize current skill and experience data to identify gaps in current talent pool hindering the business services team from fulfilling employer requests	Strategy 2.4	December 31, 2014	Business Services Center staff	
Utilize current skill and experience data to inform programming and training investments	Strategy 2.3	February 28, 2015	PBWDB to set training policies and investments; IS Leadership Team (Training and Policy Teams) to provide recommendations	
Work with partners from higher education to understand current services/programs available to high-skilled/professional job seekers and gaps in or duplication of services	Strategy 2.4	December 31, 2014	Business Center staff, One Stop Center staff, and partners	Framework for a pilot program with higher education partners developed
Work with partners from higher education to develop programs/services to engage more skilled and professional job seekers	Strategy 2.4	April 30, 2015	Business Center staff, One Stop Center staff, and partners	

Action	Strategy	By when	Responsible	Measure of Progress
Lead Strategic Collaboration Among Partners				
Meet with Maricopa Workforce Connection Board to share plans and identify areas of alignment	Strategy 3.1	June 30, 2014	Board chair and PBWDB Director	Summary of alignment opportunities
Gather input from other partners –individually or collectively – regarding their ideas and priorities for collaboration	Strategy 3.1	July 15, 2014	PBWDB Director and additional staff (TBD)	
Develop a mechanism for all staff to suggest ideas for collaboration	Strategy 3.5	July 31, 2014	PBWDB Director and additional staff	Feedback shared with MHCC
Using this input as a foundation, discuss the shared vision and priorities for collaboration with partners during a meeting of the Maricopa Human Capital Collaborative	Strategy 3.1	August 31, 2014	PBWDB Director and additional staff	Agreed upon shared vision and priorities
Brainstorm ideas and select the few focus areas for proactive collaboration among partners	Strategy 3.2	August 31, 2014	Staff and partners	Annual partner work plan
Meet with any additional partners that will be important to the identified focus areas to gain buy-in and support	Strategy 3.2	September 30, 2014	Staff and partners	
Create an annual work plan that outlines roles and responsibilities, timeline and resources (time, expertise, materials, funding) that will be needed for each focus area	Strategy 3.3	September 30, 2014	Staff and partners	
Clarify expectations among partners via a written partnership agreement	Strategy 3.3	September 30, 2014; Renew by June 30, 2015	Staff and partners	Signed partnership agreements
Provide opportunities via events, cross-training, etc. for front-line staff to collaborate with other agencies and organizations	Strategy 3.5	Ongoing	Staff and partners	Topics, dates and number of participating partner staff summarized and shared with Board

Action	Strategy	By when	Responsible	Measure of Progress
Monitor progress and evaluate effectiveness				
Review progress on the implementation of the strategic plan quarterly	Strategy 9.2	September 2014; December 2014; March 2015; June 2015	Workforce Leadership Council	Workforce Leadership Council minutes; Recommendations made to the Board
Based on progress toward metrics in the strategic plan, revisit resource allocation biannually	Strategy 9.3	December 2014; June 2015	Workforce Leadership Council	
Make adjustments on strategic plan implementation and/or resource allocation based on recommendations from Workforce Leadership Council	Strategy 9.2 Strategy 9.3	As needed	PBWDB	

Action Plan: Year 2

(July 1, 2015 – June 30, 2016)

Action	Strategy	By when	Responsible	Measure of Progress
Launch Year 2 Action Plan				
Convene Workforce Leadership Council to review and launch Year 2 Action Plan	Strategy 5.1	May 15, 2014	Workforce Leadership Council with staff support	Year 2 Action Plan finalized
Share Year 1 progress and outcomes as well as plans for Year 2 with the Mayor of the and City Council	Strategy 4.1	October 31, 2015	PBWDB Chair and PBWDB Director	Summary of meeting/feedback
Reallocate staff time or add capacity as needed to implement the strategic plan	Strategy 8.1	July 31, 2015	PBWDB with staff support	Recommendations in Y2 Action Plan
Diversify funding for the Board's initiatives				
Continue implementation of the phased plan to pursue 501(c)3 status for the PBWDB	Strategy 7.4	Ongoing	PBWDB Executive Committee, CEDD Management, PBWDB Director	Identified as a 501(c)3 by the IRS
Complete transition to non-profit status	Strategy 7.4	December 31, 2015	PBWDB Executive Committee, CEDD Management, PBWDB Director	
Regularly monitor available funding opportunities through federal grants (via www.Grants.gov), state, and private resources	Strategy 7.3	Ongoing	Quality Assurance Supervisor	List of viable opportunities shared with leadership monthly
When appropriate funding opportunities arise, convene staff and partners to pursue	Strategy 7.3	Ongoing	Quality Assurance Supervisor, staff as necessary, partners	Summary of Funding Priorities updated
Develop and maintain a funding calendar that outlines grant cycles, application deadlines and other key dates	Strategy 7.3	July 30, 2015; update regularly	Quality Assurance Supervisor	Calendar included in Board meeting materials

Action	Strategy	By when	Responsible	Measure of Progress
Position the Board to focus on Strategic Talent Issues				
Begin devoting at least 60 minutes of each Board meeting to Board education, information sharing, and/or strategic discussion	Strategy 5.2	July 31, 2015	Board chair with staff support	Meeting minutes reflect discussion/education
Regularly update quarterly calendar of events and activities for Board members to engage in	Strategy 5.2	Ongoing	Board Liaison	Quarterly calendar included in Board meeting materials;
Plan Y2 “Board Day of Service” for all Board members to volunteer in the One Stop Centers	Strategy 5.2	March 1, 2016	Board Liaison, One Stop Manager	Log of Board member activities/engagements outside of meetings
As Board vacancies occur, seek nominations for business representatives from priority sectors	Strategy 5.1	As needed	Board Liaison, Business Center Manager, CEDD BR&E Director	Board roster with industry analysis
Communicate expectations and specific roles of each Board member during orientation	Strategy 5.1	As needed	WDB Director and Board Liaison	New Board member feedback/survey gathered every quarter
Connect new Board members with existing members through the first three meetings	Strategy 5.1	As needed	PBWDB	
Become the Community’s Talent Development Voice				
Engage Board members in regular advocacy and public messaging	Strategy 4.1	July 1, 2015; ongoing	Board Liaison, PBWDB Director	Minutes/summaries of advocacy meetings or other outreach
As needed, provide Board members with advocacy support (e.g. data, background information, meeting coordination)	Strategy 4.1	Ongoing	Board Liaison, PBWDB Director	
Implement the comprehensive marketing plan for the PBWDB	Strategy 4.2	Ongoing	PBWDB and staff	Marketing Plan progress reports on track

Action	Strategy	By when	Responsible	Measure of Progress
Increase Employer Engagement				
Expand the membership of the Healthcare sector partnership	Strategy 1.1	December 31, 2015	Sector Strategies Manager	Meetings held; industry participation reflected in minutes
Grow programming and business engagement in Business Operations/Customer Service sector partnership and Advanced Manufacturing sector partnership	Strategy 1.1	Ongoing	Sector Strategies Manager	
Provide regular trend reports to PBWDB gathered from sector partnerships for discussion and to inform decision-making	Strategy 1.3 Strategy 2.1 Strategy 5.2	Ongoing	Business Center Manager; Sector Strategies Manager	Trends presented to Board
Provide regular trend reports/data gathered from sector partnerships to One Stop Center staff and counselors during Trending Careers sessions	Strategy 1.1 Strategy 2.1 Strategy 6.1	Ongoing	Sector Strategies Manager	Included as standing agenda item for Trending Career sessions
Hold quarterly meetings/webinars among business services staff and One Stop staff to discuss ways to utilize trend information and answer questions	Strategy 1.3 Strategy 2.1 Strategy 6.1	Ongoing	Business Center staff; One Stop Center staff	Quarterly meetings/webinars held and/or scheduled
Launch streamlined On-the-Job Training process	Strategy 1.4	July 1, 2015	Business Center staff	Business feedback
Launch Employed Worker Training fund for businesses	Strategy 1.4	July 1, 2015	Business Center staff	Business feedback
Adopt and begin implementing the collaborative approach to addressing business needs with partners	Strategy 1.2 Strategy 3.4	September 30, 2015	Business Center staff and partners	Increased market penetration by 5% over baseline year; new business customers from partner referrals
Hold regular meetings of partners to sustain/supplement collaborative business services approach	Strategy 1.2 Strategy 3.4	Ongoing	Business Center Manager and partners	
Update resource guide as programs/contact info changes <i>for internal use among partners</i>	Strategy 1.2 Strategy 3.4	December 31, 2015; June 30, 2016	Business Center staff and partners	

Action	Strategy	By when	Responsible	Measure of Progress
Develop an inclusive talent pool				
Offer career exploration tools for general public to access	Strategy 2.2	September 30, 2015	IS Product Box Team	Public usage of career exploration tools (website traffic, registered users, etc.)
Evaluate the usage and effectiveness of career exploration tools being offered to general public and within SOAR training	Strategy 2.2	April 30, 2016	IS Product Box Team	
Utilize current skill/experience data to identify gaps in talent pool hindering the employers' access to talent	Strategy 2.4	Ongoing	Business Services Center staff	Board meeting minutes reflect data-driven training investments
Evaluate programming and training investments for alignment with industry needs and current skill and experience data	Strategy 2.3	December 31, 2015	PBWDB with staff support	
Launch pilot programs/services with higher education partners to engage more skilled and professional job seekers	Strategy 2.4	January 1, 2016	Business Center staff, One Stop Center staff, and partners	Targeted job seekers registered in job matching system
Lead Strategic Collaboration Among Partners				
Revisit priorities for collaboration with partners during a meeting of the Maricopa Human Capital Collaborative	Strategy 3.1	July 31, 2015	PBWDB Director and additional staff	Annual partner work plan finalized
Collect and utilize staff feedback for collaboration	Strategy 3.5	Ongoing	PBWDB Director and partners	
Create an annual work plan that outlines roles and responsibilities, timeline and resources needed	Strategy 3.3	September 30, 2015	Staff and partners	
Renew written partnership agreement, if needed	Strategy 3.3	June 30, 2016	Staff and partners	Signed agreements
Provide opportunities via events, cross-training, etc. for front-line staff to collaborate with other agencies and organizations	Strategy 3.5	Ongoing	Staff and partners	Topics, dates and participating staff summarized and shared with Board

Action	Strategy	By when	Responsible	Measure of Progress
Monitor progress and evaluate effectiveness				
Review progress on the implementation of the strategic plan quarterly	Strategy 9.2	September 2015; December 2015; March 2016; June 2016	Workforce Leadership Council	Workforce Leadership Council minutes; Recommendations made to the Board
Based on progress toward metrics in the strategic plan, revisit resource allocation biannually	Strategy 9.3	December 2015; June 2016	Workforce Leadership Council	
Make adjustments on strategic plan implementation and/or resource allocation based on recommendations from Workforce Leadership Council	Strategy 9.2 Strategy 9.3	As needed	PBWDB	

Action Plan: Year 3

(July 1, 2016 – June 30, 2017)

Action	Strategy	By when	Responsible	Measure of Progress
Launch Year 2 Action Plan				
Convene Workforce Leadership Council to review and launch Year 3 Action Plan	Strategy 5.1	May 15, 2016	Workforce Leadership Council with staff support	Year 3 Action Plan finalized
Hold a Strategic Retreat to identifying strategic workforce issues that require additional funding and/or advocacy by the PBWDB	Strategy 7.1	July 31, 2016	PBWDB	Strategic Retreat agenda set
Share Year 2 progress and outcomes as well as plans for Year 3 with the Mayor of the and City Council	Strategy 4.1	October 31, 2016	PBWDB Chair and PBWDB Director	Summary of meeting/feedback
Reallocate staff time or add capacity as needed to implement the strategic plan	Strategy 8.1	July 31, 2016	PBWDB with staff support	Recommendations included in Y3 Action Plan
Diversify funding for the Board's initiatives				
Regularly monitor available funding opportunities through federal grants (via www.Grants.gov), state, and private resources	Strategy 7.3	Ongoing	Quality Assurance Supervisor	List of viable opportunities shared with leadership monthly
Develop and maintain a funding calendar that outlines grant cycles, application deadlines and other key dates	Strategy 7.3	July 30, 2016; update regularly	Quality Assurance Supervisor	Calendar included in Board meeting materials
Pursue and secure additional funding for workforce initiatives	Strategy 7.3	Ongoing	PBWDB, staff, and partners	Proposals submitted to funders

Action	Strategy	By when	Responsible	Measure of Progress
Position the Board to focus on Strategic Talent Issues				
Begin devoting at least 75 minutes of each Board meeting to Board education, information sharing, or strategic discussion	Strategy 5.2	July 31, 2016	Board chair with staff support	Meeting minutes reflect discussion/education
Regularly update quarterly calendar of events and activities for Board members to engage in	Strategy 5.2	Ongoing	Board Liaison	Quarterly calendar included in Board meeting materials; Log of Board member activities/engagements outside of meetings
Plan Y2 "Board Day of Service" for all Board members to volunteer in the One Stop Centers	Strategy 5.2	March 1, 2017	Board Liaison, One Stop Manager	
As Board vacancies occur, seek nominations for business representatives from priority sectors	Strategy 5.1	As needed	Board Liaison, Business Center Manager, CEDD BR&E Director	Board roster
Communicate expectations and specific roles of each Board member during orientation	Strategy 5.1	As needed	WDB Director and Board Liaison	New Board member feedback/survey gathered every quarter
Connect new Board members with existing members through the first three meetings	Strategy 5.1	As needed	PBWDB	
Become the Community's Talent Development Voice				
Engage Board members in regular advocacy and public messaging	Strategy 4.1	July 1, 2016; Ongoing	Board Liaison, PBWDB Director	Summaries of advocacy meetings/other outreach
As needed, provide Board members with advocacy support (e.g. data, background information, meeting coordination)	Strategy 4.1	Ongoing	Board Liaison, PBWDB Director	
Continue implementing the comprehensive marketing plan for the PBWDB	Strategy 4.2	Ongoing	PBWDB and staff	Marketing plan progress reports on track

Action	Strategy	By when	Responsible	Measure of Progress
Increase Employer Engagement				
Grow programming and business engagement in all sector partnerships	Strategy 1.1	Ongoing	Sector Strategies Manager	Meetings held; industry participation reflected in minutes
Conduct sector analysis to determine if additional sector partnership should be established	Strategy 1.1	September 30, 2016	Sector Strategies Manager; Business Center Manager	Report of findings to Board for consideration
Provide regular trend reports/data gathered from the sector partnerships to the PBWDB for discussion and to inform decision-making	Strategy 1.3 Strategy 2.1 Strategy 5.2	Ongoing	Business Center Manager; Sector Strategies Manager	Trends presented to Board
Provide regular trend reports/data gathered from sector partnerships to One Stop Center staff and counselors during Trending Careers sessions	Strategy 1.1 Strategy 2.1 Strategy 6.1	Ongoing	Sector Strategies Manager	Included as standing agenda item for Trending Career sessions
Hold quarterly meetings/webinars among business services staff and One Stop staff to discuss ways to utilize trend information and answer questions	Strategy 1.3 Strategy 2.1 Strategy 6.1	Ongoing	Business Center staff; One Stop Center staff	Quarterly meetings/webinars held and/or scheduled
Refine the collaborative approach to addressing business needs with partners	Strategy 1.2 Strategy 3.4	Ongoing	Business Center staff and partners	Increased market penetration by 5% over previous year; new business customers from partner referrals
Hold regular meetings of partners to sustain/supplement collaborative business services approach	Strategy 1.2 Strategy 3.4	Ongoing	Business Center Manager and partners	
Update resource guide as programs/contact info changes <i>for internal use among partners</i>	Strategy 1.2 Strategy 3.4	Ongoing	Business Center staff and partners	

Action	Strategy	By when	Responsible	Measure of Progress
Develop an inclusive talent pool				
Utilize current skill/experience data to identify gaps in current talent pool hindering employers' access to talent	Strategy 2.4	Ongoing	Business Services Center staff	Board meeting minutes reflect data-driven training investments
Evaluate programming and training investments for alignment with industry needs and current skill and experience data	Strategy 2.3	December 31, 2016	PBWDB with staff support	
Evaluate pilot programs/services with higher education partners to engage more skilled and professional job seekers	Strategy 2.4	January 1, 2016 - April 15, 2017	Business Center staff, One Stop Center staff, partners	Participants enrolled in the pilot program
Expand programs/services with higher education partners based on lessons learned from pilot programs/services	Strategy 2.4	June 30, 2017	Business Center staff, One Stop Center staff, partners	
Lead Strategic Collaboration Among Partners				
Revisit priorities for collaboration with partners during a meeting of the Maricopa Human Capital Collaborative	Strategy 3.1	July 31, 2016	PBWDB Director and additional staff	Year 3 Annual Action Plan finalized
Collect and utilize staff feedback for collaboration	Strategy 3.5	Ongoing	PBWDB Director and additional staff	
Create an annual work plan that outlines roles and responsibilities, timeline and resources (time, expertise, materials, funding) that will be needed for each focus area	Strategy 3.3	September 30, 2016	Staff and partners	
Renew written partnership agreement, if needed	Strategy 3.3	July 31, 2016	Staff and partners	Signed agreements
Provide opportunities via events, cross-training, etc. for front-line staff to collaborate with other agencies and organizations	Strategy 3.5	Ongoing	Staff and partners	Topics, dates and number of participating partner staff summarized and shared with Board

Action	Strategy	By when	Responsible	Measure of Progress
Monitor progress and evaluate effectiveness				
Review progress on the implementation of the strategic plan quarterly	Strategy 9.2	September 2016; December 2016; March 2017; June 2017	Workforce Leadership Council	Workforce Leadership Council minutes; Recommendations made to the Board
Based on progress toward metrics in the strategic plan, revisit resource allocation biannually	Strategy 9.3	December 2016; June 2017	Workforce Leadership Council	
Develop PBWDB Strategic for 2017 - 2020	Strategy 9.2 Strategy 9.3	January 1, 2017 through June 30, 2017	PBWDB	Strategic planning process underway

APPENDIX B: Balanced Scorecard

PY 2015 Annual Action Plan		Performance Measures	Target	Current YTD	Status	Comments
Customer	Goal 1: Increase employer engagement	# and % of repeat businesses				
	Goal 2: Develop an inclusive talent pool	# increase of new jobseekers registering in job matching system				
		% of jobseekers with a credential being served				
	Goal 4: Position the Board as the community's talent development voice	# of advocacy meetings				
# of media hits						
Learning & Growth	Goal 3: Lead strategic collaboration among partners	Priorities identified and progress made on collaborative priorities				
	Goal 5: Position the Board to focus on strategic talent issues	Board member attendance rate				
	Goal 8: Build the capacity to support the Board's priorities	# of professional development opportunities for staff				
Internal Business Processes	Goal 6: Coordinate consistent internal and external communication strategies	% of training accounts aligned to priority sectors				
	Goal 9: Continually evaluate programs and services for effectiveness	% of action items in Y1 Action Plan completed on-schedule				
Financial	Goal 7: Diversify resources to innovate and sustain effective practices	% of funding from new or non-traditional sources				

APPENDIX C: Strategic Framework

PILLAR I. PROACTIVE AND HIGH QUALITY SERVICES

Goal 1: Increase Employer Engagement

- Strategy 1.1 Utilize sector partnerships to identify collective industry needs
- Strategy 1.2 Continue to strengthen business outreach, identifying additional opportunities to maximize reach, integrate efforts and present a unified front to businesses
- Strategy 1.3 Continue to improve and streamline all business services and related procedures
- Strategy 1.4 Explore additional opportunities to create public/private partnerships, including expanded use of On-the-Job Training (OJT), incumbent worker training and customized job training

Goal 2: Develop an Inclusive Talent Pool

- Strategy 2.1 Capture and provide information about high-demand/high quality occupations and skills needed for success
- Strategy 2.2 Strengthen career exploration tools and services for all
- Strategy 2.3 Develop the capability to analyze and understand the skills, experience, etc. of available talent pool
- Strategy 2.4 Identify gaps in current talent pool hindering the business services team to fulfill employer requests; develop strategies to engage more skilled and professional job seekers
- Strategy 2.5 Ensure service mix adds value to *all* job seekers, regardless of where they are on their career journey

PILLAR II. COMMUNITY OUTREACH AND ENGAGEMENT

Goal 3: Lead Strategic Collaboration among Partners

- Strategy 3.1 Establish a shared vision and priorities among partners
- Strategy 3.2 Utilizing the Maricopa Human Capital Collaborative as a foundation, identify one or two priorities or focus areas for proactive, ongoing collaboration
- Strategy 3.3 Build in strategies so all partners understand expectations and are accountable for success of the collaborative
- Strategy 3.4 Work with partners to create a cohesive response to employers stated needs
- Strategy 3.5. Ensure that the philosophy and mechanisms for collaboration are shared by *all* staff including front-line, mid-management, and executive level staff

Goal 4: Position the Board as the community's talent development voice

- Strategy 4.1 Proactively engage in advocacy/public messaging focused on talent development issues
- Strategy 4.2 Create marketing plan to position the board and its services as *the* source for talent in Phoenix

PILLAR III. ORGANIZATIONAL EXCELLENCE

Goal 5: Position the Board to focus on strategic talent issues

- Strategy 5.1 Expand Board member recruitment and education efforts
- Strategy 5.2 Engage Board members in meaningful ways (in addition to Board meetings)
- Strategy 5.3 Build in governance mechanism(s) to ensure activities are demand-driven
- Strategy 5.4 Revisit current structure and procedures for efficiency

Goal 6: Coordinate consistent internal and external communication strategies

- Strategy 6.1 Clarify the internal feedback loop from business services staff/partners to jobseeker services staff/partners to drive demand-driven services
- Strategy 6.2 Develop a consistent and independent brand for the Board

Goal 7: Diversify resources to innovate and sustain effective practices

- Strategy 7.1 Identify funding priorities
- Strategy 7.2 For each funding priority, develop a funding plan that first leverages existing funds as flexibly as possible and then identifies if outside resources are needed
- Strategy 7.3 Identify and pursue additional funding opportunities
- Strategy 7.4 Pursue 501(c)3 status for the Board

Goal 8: Build the capacity to support the Board's priorities

- Strategy 8.1 Identify human resource needs to support the Board's priorities (e.g. grant writing, others to dedicate time to strategic initiatives)
- Strategy 8.2 Identify and provide professional development opportunities to staff and partners

Objective 9: Continually evaluate programs and services for effectiveness

- Strategy 9.1 Establish meaningful metrics to track and evaluate progress toward Board goals
- Strategy 9.2 Evaluate services and strategies to identify what's working and what's not working
- Strategy 9.3 Revisit resource allocation regularly

APPENDIX D: Summary of Input Sessions

Focus groups were held with four different groups of stakeholders of the Phoenix Business and Workforce Development Board:

- Employers
- Partners
- Adult Jobseekers
- Youth Participants

These groups were asked questions about their experience with and perceptions of the PBWD; their needs related to workforce, training, and resources; and how their needs could be better met in the future.

Employers expressed challenges hiring workers at multiple skill levels. They felt that it is difficult to find low-skilled workers that possess basic business and soft skills, especially for part-time or seasonal positions. At the other end of the spectrum, they mentioned having trouble finding highly-skilled workers, as Phoenix is not a place that is perceived to have a large market of high-skill positions or as somewhere to build a career. Employers also said that jobseekers are often not aware of the breadth of opportunities that are available in the region, beyond the “obvious” positions that exist for certain employers – e.g. positions other than teachers in the school system – and expressed a need for better education on local opportunities.

Concerning the services available to employers, many communicated that they are aware of some resources that are available, but aren’t sure how to efficiently make use of them. There are many to choose from, and many that reach out, but employers do not have the time to navigate the system and determine which best fit their needs.

The Partners focus groups included a variety of agencies and organizations that make up the workforce development system – serving both businesses and jobseekers. While many partners mentioned ways in which they are currently collaborating with other organizations, most of these partnerships are informal, and happen on a case-by-case basis. The Maricopa Human Capital Collaborative was discussed as an example of an attempt to somewhat formalize the collaboration, however, the group became too diversified and began to lack focus, so its efforts have been scaled back.

One of the biggest obstacles that organizations face for collaboration is the reconciliation of competing outcomes and benchmarks. Each organization needs to meet certain performance requirements, and it is often difficult to demonstrate success to their respective boards and funders if collaboration leads to less success in these defined measures. This can lead to territorialism between organizations. Focus group attendees recognized the need for and aligned vision and goals, as well as the creation of measures of success that go beyond benchmarks and focus on social impact.

The focus group of Adult Jobseekers was composed of participants in a SOAR class (self-assessment, other assessment, active research, and redesigning the career plan). This group of participants had been referred to SOAR in various ways; however, most agreed that SOAR is not a well-known resource. They

felt that many do not know about Phoenix Workforce Connection, and of those who do, many regard it simply as an unemployment center. They agreed that their experiences had been much different than their perception.

Most of these adults were participating in the SOAR program to find better paying jobs, to get a better understanding of career options in the region, and to learn what would be the best fit for their skills and personalities. Participants felt that they were benefitting from the experience with PWC, but further tailoring of resources to their needs would be helpful, and that more jobseekers could benefit from the experience if it were better advertised.

Youth participants in the JAG program echoed the adult jobseekers, saying that others could benefit from the services that they received, but not many students know that they are available. Youth service providers said that they would have capacity to serve more students, and also expressed that they often do not know all of the resources that are available to which they could refer their students.

The participants suggested that some students perceive the process to be long and boring, without immediate results, and that others lack the motivation and personal responsibility to seek out and use the services themselves. They offered suggestions on what helps to motivate them to pursue career and educational resources, including small incentives like movie passes, role models, and one-on-one mentoring and attention.

Common Themes:

- 1. The need for centralized information and coordination** – Due to the large size of the Phoenix metro area, there are countless resources that are available to assist in workforce development efforts. Each group recognized the need for information about these resources to be centralized, so that services can be accessed and provided most efficiently.
- 2. Awareness of local job opportunities** – Both employers and jobseekers mentioned that there is an information gap between the jobs that are available and in demand locally and those that jobseekers commonly know about. This can also align with a centralization of information, as neither groups know exactly where to post or look for this information.
- 3. Better marketing of services** – Employers as well as adult and youth participants all expressed that they are not aware of the services that PBWD and other organizations offer. Partners indicated an interest in a better understanding of the strengths of each organization in order to create more efficient collaborative efforts.
- 4. Coordinated approach to business services** – Businesses conveyed the need for a single point of contact to help them navigate the services that are available to them, and partners expressed that they would be interested in a more formal way to share information and refer businesses to other resources.

APPENDIX E: Best Practices Summary and Report

As resources for workforce development have become constrained, workforce boards across the country are looking toward models and strategies to maximize the resources that are available, and leverage services and partnerships in other ways to help expand the resource pool. In this review, we have looked at practices around the country related to organizational structure and revenue generation models. For many boards that have unique or successful models in these areas, the two are often interconnected – the structure of a board can help determine the ways in which it can pursue additional resources.

Expanding resources beyond WIA funding has become a growing need, and many boards have turned to fee-for-service models. These services often revolve around business services and employer engagement, providing workshops, seminars, recruitment and candidate screening to businesses for a small fee. Boards pursuing fee-for-service models often have structures that largely focus on employers, whether it be through a distinct employer services division, or a strong collaboration with economic and community development entities designed to support the needs of businesses. This allows businesses to become familiar with the board, and to see it as a trusted partner in meeting workforce needs. The Phoenix Business and Workforce Development Board can capitalize on its current position being housed with the City's Community and Economic Development Department to provide coordinated services to employers. Phoenix also has a strong asset in the Business and Workforce Development Center, which can be a platform to advance fee-for-service strategies.

Boards also seek additional grant funding from both public and private sources. This is often easier done if the board is incorporated as a 501(c)3 organization. Partnerships with other community organizations and employers also help in these efforts, as collaboration among service providers is often required or encouraged by funding opportunities. The PBWDB currently has connections with many partner organizations throughout the Phoenix area; by incorporating as a nonprofit organization, the Board could act as a convener or central coordinating organization for pursuing additional funding.

Goal 7 of the strategic plan framework is intended to focus on these areas.

- i. Goal 7: Diversify resources to innovate and sustain effective practices
 1. Strategy 7.1 Identify funding priorities
 2. Strategy 7.2 For each funding priority, develop a funding plan that first leverages existing funds as flexibly as possible and then identifies if outside resources are needed
 3. Strategy 7.3 Identify and pursue additional funding opportunities
 4. Strategy 7.4 Pursue 501(c)3 status for the Board

The WIBs included in the following pages display some best practices related to their organizational structures and revenue generation models. A short list of these examples are listed below.

Revenue Generation models

<i>The Workplace, Connecticut</i>	Fee-for-service; Private donation solicitation
<i>Brevard Workforce, Florida</i>	Fee-for-service
<i>Kinexus, Michigan</i>	Fee-for-service; Social enterprise
<i>Workforce Central, Washington</i>	Fee-for-service; Grant applications; Leveraging partners

Organizational Structure models

<i>Kinexus, Michigan</i>	501 (c) 3; Umbrella organization with economic and community development
<i>Workforce Boards of Metropolitan Chicago, Illinois</i>	Consortium of Boards
<i>Peninsula Council for Workforce Development, Virginia</i>	Separate employer-focused division
<i>Oh-Penn Interstate Region, Ohio and Pennsylvania</i>	Consortium of Boards
<i>Central Oklahoma Workforce Investment Board, Oklahoma</i>	501 (c) 3; Public-private partnership
<i>Gulf Coast Workforce Solutions, Texas</i>	Separate employer-focused division

REVENUE GENERATION MODELS

The Workplace

Serves 20 counties in Connecticut, including Anson, Beacon Falls, Bridgeport, Darien, Derby, Easton, Fairfield, Greenwich, Monroe, New Canaan, Norwalk, Oxford, Seymour, Shelton, Stamford, Stratford, Trumbull, Weston, Westport, and Wilton.

The Workplace operates a fee-for-service division called the bluegreen Research Institute. This group acts as a consultancy, providing services along all aspects of creating and launching a program in workforce and economic development. This can include research, model development, program management, grant development/fundraising, marketing, and evaluation. The bluegreen Research Institute's clients include employers, Workforce Investment Boards, workforce development agencies, community colleges, economic development entities, government, industry associations, school districts and others.

The WorkPlace also seeks private investment to supplement public job training funds, soliciting donations from companies, foundations, and individuals. Potential donors have the option to make contributions on The WorkPlace website, and are able to see the kinds of services that will be funded by this money:

- Dress for Success Mid-Fairfield County for professional attire and career services
- WorkPlace Scholarships for job training resources for adults and youth
- CareerConnections-CT.com, a college and career resource for youth
- Platform to Employment to assist the long-term unemployed and those who have exhausted their benefits
- Specialized workforce development programs

Source: <http://www.workplace.org/>, <http://www.bluegreenresearch.org/>

Contact Information:

Joseph Carbone, President and CEO
(203) 610-8502

Michael McCarthy, Director of bluegreen Research Institute
mmccarthy@theworkplace.org
(203) 610-8554

Brevard Workforce

Serves Brevard County, Florida.

The Brevard Workforce Development Board offers a variety of fee-for-service products to maintain a base of unrestricted funds for its operations, including:

- Virtual Job Fair – area employers purchase a low cost “virtual job booth” to be featured for a week on a web platform that is available to skilled adult workers
- Business Learning Events – offer half- or full-day events to discuss topics affecting businesses such as human resources, legal issues, and grant writing. Corporate sponsors underwrite these programs, so fees for participation can be kept low.
- Business Summit – a day-long event featuring a keynote speaker and various smaller sessions for local businesses.

- Consultation/Speaking Engagements – presentations on topics related to starting businesses or programs, and best practices in the region.
- Mobile One-Stop – this mobile unit aims to reach areas without a career center. It is also available to businesses for on-site staff training, which provides the funding for its core mission.

Source: <http://brevardworkforce.com/>, <https://www.workforce3one.org/view/3000723343405974559>

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Kinexus

Serves Berrien, Cass, and Van Buren counties in Michigan.

Kinexus is an umbrella development organization that includes business development, community development, and workforce development divisions. The workforce development division serves as the Workforce Development Board for Berrien, Cass, and Van Buren counties and oversees the Michigan Works! Centers. The formation of Kinexus has allowed for some innovative methods of revenue generation, including:

- Social Enterprise - Kinexus opened Beach Bites, a social enterprise within the organization's Bridge Academy which provides training year-round by replicating the workplace and using project-based learning. Beach Bites is a concession stand that operates at a local beach, generating revenue to reinvest in vocational training programs while providing individuals with training and work experience.
- Providing low-cost courses on business development, including starting a small business, writing a business plan, marketing, and financial management.

Sources: <http://www.kinexus.org/>,

http://www.kinexus.org/media/Documents/070313_New_social_enterprise_feeds_Jean_Klock_Beach_goers_and_t_rains_Benton_Harbor_residents_KPR.pdf

Contact Information:

No direct contact information

For Kinexus, call (269) 927-1064, or paulao@kinexus.org

For Board, call office at (800) 533-5800, or mw@miworks.org

WorkForce Central

Serves Tacoma and Pierce County in Washington.

For every \$1 of federal workforce investment funds that WorkForce Central receives, at least \$10 is matched with other public and private funds. Strategies for generating these funds include:

- Grants – WFC has been awarded grant funding from federal sources (e.g. U.S. Department of Labor Workforce Innovation Fund) as well as private foundations (e.g. Milgard Family Foundation) to support the creation and operation of targeted programs.

- Fee-for-service menu – The business services team offers low-cost services to employers for assistance with recruitment, pre-employment screening, training, seminars, and employee development.
- Partnerships – WFC raises funds and leverages the resources of other organizations through targeted partnership programs, including the Manufacturing Academy, the Pierce County Health Careers Council, and the Pierce County Construction Partnership. These partnerships have also provided an advantage for obtaining grant funding.

Sources: <http://www.workforce-central.org/index.php>,
<http://www.nawb.org/nawb/forum2013/documents/WIB%20Excellence%20Awards%202013.pdf>

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ORGANIZATIONAL STRUCTURE MODELS

Kinexus

Serves Berrien, Cass, and Van Buren counties in Michigan.

In April 2013, the workforce development board serving Berrien, Cass and Van Buren counties in Michigan announced a new non-profit organization parent brand, Kinexus, that encompasses workforce development, business development, and community development efforts. Kinexus previously functioned as the Michigan Works! provider for Berrien, Cass, and Van Buren counties, but the new organizational model aims to have a bigger impact beyond administering WIA funds and services and incorporates business, workforce, and community development services into one organization. This process has promoted collaboration, decreased duplication of efforts (for example, visiting businesses), and helped the workforce development arm market its services to businesses.

Kinexus reports various benefits that have accompanied the transformation to a nonprofit organization:

- More flexibility
- Ability to seek funds from the private sector
- Can shift focus from solely job seeker skills to the needs of employers

Sources: <http://www.kinexus.org/>, <http://mibiz.com/item/20724-kinexus-offers-clues-to-future-of-michigan-works>

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 For Board, call office at (800) 533-5800, or mw@miworks.org

Workforce Boards of Metropolitan Chicago

Serves the City of Chicago and Cook, DeKalb, DuPage, Grundy, Kane, Kankakee, Kendall, Lake, McHenry, and Will Counties.

The Workforce Boards of Metropolitan Chicago is a consortium of five Workforce Boards that have responsibility for development and oversight of the public workforce system in each of their respective local areas. The WBMC recognizes that the economic vitality of each individual area is impacted by cross-geographic issues and that geographic boundaries are often meaningless to businesses and residents. They also realize the importance of collaboration to produce a greater impact across the region.

As part of the consortium's regional agenda, the Workforce Boards have adopted a sector-based approach to workforce development. Through industry summits the Workforce Boards bring together business associations, chambers of commerce, and their members with education entities and other stakeholders. With a goal of identifying the key workforce development action items for the region, these industry summits have resulted in greater awareness of the industry workforce needs and fostered connections between business and education. The forums have resulted in action agendas focused on developing our current workforce as well as youth – the future workforce – for the region's high demand jobs in each industry.

Source: <http://www.workforceboardsmetrochicago.org/>

Contact Information for each board:

Chicago Cook Workforce Partnership
Joanna Greene, (312) 603-0221

McHenry County Workforce Network Board
Jeffrey Poynter, (815) 338-7100

Dupage Workforce Board
Mary Beth Marshall, (630) 955-2082

Workforce Investment Board of Will County
Pat Fera, (815) 727-5670

Lake County Workforce Investment Board
Gary Gibson, (847) 377-2234

Peninsula Council for Workforce Development

Serves the Greater Peninsula region of Virginia, including the cities of Hampton, Newport News, Poquoson, and Williamsburg, and the counties of Gloucester, James City, and York.

The PCFWD consists of two divisions (federal and non-federal) to increase its effectiveness and efficiency in providing workforce development programs for individuals, localities, employers and community partners on the Peninsula. The non-federal division of the PCFWD, led by the President & CEO, oversees the employer-led efforts to include the industry cluster initiatives, special projects, investor relationships and education initiatives. The federal division, led by the Executive Vice President & COO, oversees all federally-funded initiatives and provides program oversight and operations for the Peninsula Worklink Career Centers, which serves the citizens with employment and training services.

Source: <http://pcfwd.org/>

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Oh-Penn Interstate Region

Serves Columbiana, Mahoning, and Trumbull Counties in Ohio, and Lawrence and Mercer Counties in Pennsylvania.

The Oh-Penn Interstate Region is an initiative designed to help the combined localities be more strategic about the collective economic and workforce priorities for the area. The region covers three Workforce Investment Areas, an entire MSA and 764,722 people. The goal of the Oh-Penn initiative is to enhance economic and workforce development of the five counties which share a common labor force, worker dislocations, current and emerging industries and a collective vision.

The collaboration is informally governed by a Competitiveness Council, which is comprised of five members of each WIB representing business, economic development, education, labor, and workforce development. One LWIB serves as the fiscal agent, allowing for the informal nature of its organizational structure.

Source: <http://www.ohpenn.com/>

Contact Information:

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Central Oklahoma Workforce Investment Board

The COWIB is incorporated as a nonprofit organization under the laws of the Governor's Council for Economic and Workforce Development and recognized by the Oklahoma Department of Commerce, the State Workforce Investment Board, and the Governor as the proper body to carry out the purposes and functions of the Workforce Investment Act of 1998.

The Board has a **Business Connections committee** that is an alliance of private and public sector partners, including education institutions, economic development organizations, and other community organizations that serve diverse populations in the community. The goal of the group is to share knowledge and information so each member can be an asset to the workforce system, optimizing interactions with employers to increase engagement with businesses at a greater level, and more consistently assessing business needs.

Source: <http://www.cowib.org/>

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Gulf Coast Workforce Solutions

Serves businesses and residents of the 13-county Houston-Galveston Gulf Coast region.

The Gulf Coast Workforce Board is organized under the Houston-Galveston Area Council. The Board's staff is divided into two divisions: the Resident Services Division (RSD) and the Employer Services Division (ESD). The RSD oversees all one-stop centers in the area. The ESD has 80 staff members that are focused on working one-on-one with employers across the region on workforce development issues. Instead of looking to find employers who would be eligible for services the Board provide, staff now prioritize businesses based on their impact on the region, find out what they need, and then find a way to provide it. This prioritization helps put limited resources to their best use.

Internally, the Board currently has 13 committees:

- Procurement
- Audit/Monitoring
- Strategic Planning
- Nominating
- Budget Committee
- Employer Services
- Early Education and Care
- Career Office Committee
- Report Card Committee
- Workforce Education Committee
- Oversight Committee
- System Visibility Committee
- By-Laws
- Government Relations

These committees have provided a forum for interested organizations, individuals, and workforce education and training providers to express their views on the development of a comprehensive workforce development system in the region.

Source: <http://wrksolutions.com/index.html>,
http://www.wrksolutions.com/about/studysuccess/Houston_casestudy_web.pdf

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APPENDIX F: Definition of a Demand-Driven System

The following is taken from a document written by the Kent/Allegan Workforce Development Board in Grand Rapids, Michigan. Michigan as a state has been focusing on the shift to becoming more demand-driven and cluster approaches in recent years.

Purpose of a Demand Driven System

The purpose of a demand-driven workforce development system is to contribute to the region's economic vitality through the provision of workforce training and services that meet the needs of targeted business sectors and employers. While the scope and type of services are limited by the funding that supports them, the overriding imperative remains to foster talent development and connections between employers and employees that meet demand.

Definition of a Demand Driven System

A demand driven workforce development system identifies the employer as the primary customer. It recognizes that ultimately the employer is the "end user" of our system, and that the extent to which we meet employers' needs is the extent to which we provide the talent for employers.

In the workforce development system, our product supplied to our employer customers is the workforce system itself. In the broadest sense, this also includes the education and economic development systems as suppliers.

In the demand model, the employer creates the "pull" based on the demand (needs) they have. Example: I need to hire people with these particular abilities. Elements of the "pull" factor include the nature of the workers, the types of skills, credentials and training needed, as well as the numbers and timing of employment, both immediate and in the near future.

That demand is introduced into the system creating a "pull" on the supply of job seekers that could meet the employer's needs. In a true demand-driven system, the workforce agency does not respond by "pushing" or "selling" its program participants as its product for the employer. If that were the approach, the workforce agency would actually be working to get the employer to hire its program participants even if they were not the best people for the job. In other words, that workforce agency would be placing the interests of its program and participants over the interests of the employer.

Instead, the workforce agency responds to the "pull" of demand by:

- looking for and referring applicants who are already qualified to employers;
- helping unqualified individuals understand why they are not being considered that employment and what they need to do to become qualified;
- assessing and addressing the services and training needed by job seekers to help them become qualified for employment that matches the needs of area employers;
- looking for patterns of need among business sectors/clusters or individual companies that can coordinate the targeting and leveraging of resources;
- creating along with the employers, and ensuring delivery of, the training necessary to fill skills gaps.

Characteristics and indicators of a well-functioning demand-driven system (workforce suppliers adjusting to employer demand)

- The local Workforce Development Board is actively analyzing labor market intelligence to assess the ever-changing economic landscape. It is identifying the business sectors/clusters that have the most significant impact on the local economy and are targeting primarily (not exclusively) to those businesses. The Workforce Development Board is working hand-in-hand with companies to identify the workforce needs, skills gaps, and other services needed by local businesses.
- Business Services staff members are addressing a broad spectrum of employer needs related to business development and talent. They are working hand-in-hand with partner organizations and are serving as agents to bring other resources into the mix to address employer's needs that cannot be provided directly by the workforce system.
- Decisions about what training is provided result from a combination of general labor market projections and specific needs expressed by employers. The latter weighs more heavily than the former, but the two sources of input are considered together. This is in contrast to training decisions made based on schools having certain programs already available or job seekers walking in the door saying they want training in a particular occupation.
- Job seeker services are modified according to employer demand and feedback, and resources are allocated accordingly. This is in contrast to job seeker services being driven by "supply side" sources such as lists of allowable activities, assumed needs, or job seeker requests if they are not compatible with employer demand.
- Training programs and other services are then designed by employers with input from training providers (not the other way around). They are responsive, swift and creative solutions.
- Programs and services are started and stopped as the demand (pull) changes. This is in contrast to the system delivering essentially the same services year after year.
- Business Services staff members are the eyes and ears of the system. They represent business needs to the workforce system and serve as agents to connect supply to demand. This is in contrast to client-specific job development, which is sometimes necessary but is provided only within the context of the overall Business Services purpose. Business Services staff members are not hampered by internal demands to meet program performance or to place program participants into employment. Instead, they are assisting companies in finding the best/right employees.