



Phoenix Business and Workforce Development Board
Align Investment Steering Committee DEC 17
December 17, 2025
10:00 am-11:00 am Mountain Standard Time

Webex Information (TO JOIN MEETING):
<https://cityofphoenix.webex.com/cityofphoenix/j.php?MTID=m183dade9f19ff9901a4151b36490ed29>
CALL IN: 1-415-655-0001
Access code: 2339 425 2554

Opening/Roll Call

(Stephanie Rimmer)

Align Investment Steering Committee Meeting Minutes

(Stephanie Rimmer)

The Phoenix Business and Workforce Development Board (Board) Align Investment Steering Committee (AISC) will review and consider approval of the November 19, 2025 AISC Meeting Minutes.

RECOMMENDATION: This item is recommended for approval.

Industry Skills Grant

(LaSetta Hogans)

City of Phoenix CEDD Business Deputy Director, LaSetta Hogans will present information about the Industry-Skills grant, a grant that DES applied for and is coordinating through Local Workforce Areas, including City of Phoenix

RECOMMENDATION: This item is for information, discussion, and possible action.

Memorandum of Understanding / Infrastructure Funding Agreement Updates

(Hayden Maynard)

Board Liaison Hayden Maynard will share an update regarding the MOU/IFA.

RECOMMENDATION: This item is for information and discussion.

Strategic Planning Tracker

(Stephanie Rimmer)

The AISC will review revised action items to better align with the goals and strategies of the strategic plan.

RECOMMENDATION: This item is for information, discussion, and possible action.

Success Stories

(Stephanie Rimmer)

AISC Chair and Vice-Chair will lead a discussion about how program success stories are captured and shared, whether that be through leveraging the work other committees are doing or Board meetings

RECOMMENDATION: This item is for information, discussion, and possible action.

Future Agenda Items

(Stephanie Rimmer)

Call to the Public and Announcements

(Stephanie Rimmer)

Adjournment

(Stephanie Rimmer)

ALIGN INVESTMENT STEERING COMMITTEE

December 17, 2025



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OPENING

- Roll Call

MINUTES

The Align Investment Steering Committee
November 19, 2025, meeting minutes are
recommended for review and approval.

INDUSTRY SKILLS GRANT

Presenter: LaSetta Hogans



INDUSTRY SKILLS GRANT

- August 11, 2025 – Department of Labor Grant announcement
- Arizona Department of Economic Security (DES) identified City of Phoenix, Maricopa County, and Pinal County Boards as subrecipients
- DES awarded \$5M over three years
- City of Phoenix awarded \$1.5M

NEXT STEPS

- DES to submit application to Federal government
- City to enter into IGA with DES to administer the grant on behalf of the Board
- Continue conversations with employer partners to administer grant

RECOMMENDATIO N

Recommend for Board to enter into a three-year Intergovernmental Agreement with the Arizona Department of Economic Security to receive and administer the Industry Skills Grant, in the amount of \$1.5M plus administrative costs with the option to accept additional funding based on reallocation.

MEMORANDUM OF UNDERSTANDING / INFRASTRUCTURE FUNDING AGREEMENT (MOU/IFA) UPDATES

Presenter: Hayden Maynard



PURPOSE

To define the operation and funding of the One-Stop Delivery System under the Workforce Innovation and Opportunity Act (WIOA) and to establish collaboration among Phoenix Business and Workforce Development Board (Board), the City of Phoenix, and partner organizations to streamline services.

RECOMMENDATIONS:

- Update dates, locations, and contact information
- Update partnerships currently in place
- Update strategic plan information
- Referral system



RECOMMENDATIONS (CON'T.)

Section VI. Title II and Title IB Shared System Costs

- Shared responsibilities and services
- Fund allocations and metrics
- Terms of the agreement
- Partners

PREVIOUS ACTION

Dates	Action
October 2024 – April 2025	AISC invited partners to share feedback on MOU/IFA
April 2025	Working sessions with partners
May 7, 2025	AISC approved recommended MOU changes to Board
May 8, 2025	Board approved MOU changes
September 3, 2025	City Council approved entering into MOU/IFA

PREVIOUS ACTION

Date	Action
Aug. 5 & Aug. 15, 2025	MOU edited and sent to partners for feedback; Partner info solicited for IFA
Aug. 22 & Oct. 7, 2025	MOU reviewed by Procurement & Law Department
Sept. 11, 2025	Board approved shared costs
Dec. 2, 2025	Fiscal team developed IFA attachment

NEXT STEPS

- IFA sent to Procurement and Law Department for review
- MOU/IFA to be sent to partners for final review
- Upon finalization, MOU/IFA to be routed for signature
- Post-execution, first six-month review to be scheduled

AISC STRATEGIC PLANNING REVIEW



SUCCESS STORIES



AISC MEETING

- ❖ Future Agenda Items
- ❖ Call to the Public/Announcements
- ❖ Adjournment





**PHOENIX BUSINESS AND WORKFORCE DEVELOPMENT BOARD
ALIGN INVESTMENT STEERING COMMITTEE
Meeting Minutes**

**November 19, 2025
9:00 a.m.**

Members Present:

Elizabeth Cole	Jesus Love
Pearl Esau	Stephanie Rimmer
Kaaren-Lyn Graves	Drew Trojanowski

Public Attendees:

Gregg Bach	Angie Parra
Erica Bennett	Terence Pinkston
Elissa Black	Demitria Robles
Thomas Flynn	Amelia Schofield
Deb Furlong	Wathsna Sayasane
Gina Harper	Rebecca Tierney
LaSetta Hogans	Brenda Urquidi
Christina Lira	Ariadna Valentin
Luis A. Marquez	Justin West
Hayden Maynard	Laura Whitehead
Gustavo Nava	

Action items taken are noted in **bold** print.

1. Call to Order / Roll Call:

The Phoenix Business and Workforce Development Board (Board) Align Investment Steering Committee (AISC) Chair Stephanie Rimmer called November 19, 2025, meeting to order at 9:13 a.m. Roll call was completed and there was a quorum of six members.

2. September 17, 2025, Align Investment Steering Committee Meeting Minutes:

A motion to approve September 17, 2025, Meeting Minutes was made by AISC Member Pearl Esau and seconded by AISC Member Kaaren-Lynn Graves.

Approved: Elizabeth Cole, Jesus Love, Drew Trojsnowski, and Stephanie Rimmer

Opposed: None

Abstained: None

Motion passed.

- 3. PY25 ARIZONA@WORK City of Phoenix Title 1B Q1 Performance Outcome:** City of Phoenix Community and Economic Development Department (CEDD) Data Manager Justin West shared the first quarter performance outcomes for the Adult, Dislocated Worker, and Youth Title IB Workforce Innovation and Opportunity Act workforce service providers for Program Year 25 (PY25).

ADULT PY25 Q1 PERFORMANCE

Measure	Negotiated Target	Actual Measure
2 nd Quarter Employment	70.0%	76.82%
4 th Quarter Employment	66.0%	74.91%
Median Earnings	\$8,500	\$9,397.60
Credential Attainment	71.0%	65.61%
Measurable Skills Gains	72.0%	8.11%
Achieved	100% or more of Negotiated Value	
Not Achieved	Below 100% of Negotiated Value	

DISLOCATED WORKER PY25 Q1 PERFORMANCE

Measure	Negotiated Target	Actual Measure
2 nd Quarter Employment	74.0%	66.67%
4 th Quarter Employment	72.5%	78.57%
Median Earnings	\$10,500	\$11,597.71
Credential Attainment	69.0%	66.67%
Measurable Skills Gains	73.0%	0%
Achieved	100% or more of Negotiated Value	
Not Achieved	Below 100% of Negotiated Value	

YOUTH PY25 Q1 PERFORMANCE

Measure	Negotiated Target	Actual Measure
2 nd Quarter Employment	73.0%	59.76%
4 th Quarter Employment	73.0%	77.27%
Median Earnings	\$6,100	\$5,381.40
Credential Attainment	57.0%	58.95%
Measurable Skills Gains	63.0%	8.65%
Achieved	100% or more of Negotiated Value	
Not Achieved	Below 100% of Negotiated Value	

1. 2nd and 4th Quarter employment refers to employment in the 2nd and 4th quarters after program exit and it is considered a lagging indicator of program success.
1. Median Earnings are the total earnings in the 2nd quarter after program exit. Participants not employed during the 2nd quarter are not counted due to not being employed and not making wages.
 2. Credential Attainment refers to those participants who participated in occupational training and whether they attained a recognized postsecondary credential or secondary school diploma.
 - a. The credential must be attained one (1) year after exit
 - b. Must be a formal recognized credential or certificate
 3. Measurable Skills Gains (MSG) is a real time measure for all participants to at least achieve one skill gain each year of WIOA participation.

City of Phoenix Human Services Department Administrative Assistant II Demitria Robles provided positive impacts of individuals enrolled in the ARIZONA@WORK City of Phoenix Dislocated Worker Program establishing economic stability. During one participant’s time in the program, they received job search assistance and career counseling, which motivated them to remain engaged. The customer recently reported securing a position as a Human Resource Director with an annual salary of \$100,000.

This quarter, staff completed a multi-day training on the Atlanta Federal Reserve’s Benefits Cliff tool. This tool will be implemented this program year to help clients who receive public benefits make informed career decisions and understand how those choices affect their benefits.

OTA (49)	\$256,471 AZQUEST
Supportive Services (7)	\$2,129 AZQUEST

Neighborhood Ministries (NMPHX):

NMPHX Supervisor Amelia Schofield shared information about a youth participant who enrolled in the NMPHX’s WIOA Level Up Youth Program seeking career guidance, being low income, having no work history and assessing as occupational skills deficient. The participant completed the Work Readiness Training and gained valuable soft-skills through a 320-hour front desk position at Neighborhood Ministries.

In May 2025, participant started in the Certified Nurse Assistant program at Providence Training Institute, by co-enrolling in AZQuest. They successfully completed the program in June 2025. Supporting participants' success, they received supportive services including transportation assistance, training supplies, and uniforms for work. By August 2025, the participant began working full-time as a CNA at Phoenix Mountain Post Acute, \$18 per hour and is planning to continue their education and will start a Nursing Program in Spring 2026.

WEX %	\$44,844 65.90%
OTA	\$35,229 64%
Supportive Services	\$7,920 17.6%

Continue:

Jewish Family & Children's Service (JFCS)

JFCS Supervisor Gina Harper shared information about a youth participant who joined the program two years ago. They were experiencing homelessness, which made it hard to find a job. JFCS assisted with housing, transportation, food, clothing, and hygiene. These supportive services helped remove barriers, so she had a chance to succeed.

JFCS placed her in a WEX in Mesa, close to her apartment and made a schedule for the WEX & GED prep. Youth Participant kept her GED appointments and passed her GED assessment. Her WEX supervisor shared she will hire her after she completes her hours. JFCS will continue assisting her with future goals.

WEX %	\$7,511.63 46.95%
OTA	\$0 Spent
Supportive Services	Leveraged funds provided by JFCS \$9,389

Watts Family YMCA

YMCA Program Director Erica Bennett shared information about a youth participant entered into the Y Achievers program. She was unemployed and uncertain if she wanted to continue her education due to financial and personal barriers. The participant found herself without stable housing and in need of employment. The youth participant took a job that did not serve her goals or her desires. She worked with her case manager to prioritize her goals and returned to school to finish her Master’s degree. She has since graduated and secured a position as a first-grade teacher

WEX %	\$31,721 51%
OTA	\$51,039 27.5%
Supportive Services	\$14,165 14.2%

Continue:

Chicanos Por La Causa (CPLC)

CPLC Program Manager Elissa Black shared information about a youth participant with a strong interest in construction, who came to CPLC determined to build a future in the construction industry as an electrician. With guidance from the CPLC team and support from YouthBuild, the participant obtained assistance to enroll in Habitat for Humanity’s Pre-Apprenticeship Program.

Participant completed her training ahead of schedule, earned her high school diploma, and demonstrated exceptional commitment throughout the program. Days after graduating on September 5, 2025, the participant accepted an offer from Ludvik Electric on September 17, 2025, earning \$19.44 per hour. She also became the first apprentice at Ludvik Electric to be offered overtime, a testament to the skills and knowledge she gained through her pre-apprenticeship training.

WEX %	\$5,040 12.1%
OTA	\$3,950 7.5%
Supportive Services	\$2,935 3.9%

4. ARIZONA@WORK City of Phoenix PY25 Q1 Fiscal Report:

CEDD Accountant III Luis A. Marquez shared information about the ARIZONA@WORK City of Phoenix PY25 Q1 fiscal report.

Youth PY25 Q1 Fiscal Report:

Category	Budget	Actual Expenses			Budget Balance	% Used
	Total	ISY	OSY	Total	Total	
Professional Services	\$ 1,355,198	\$ 64,936	\$ 194,809	\$ 259,745	\$ 1,095,453	19.2%
Support Services	\$ 224,187	\$ 5,277	\$ 19,743	\$ 25,020	\$ 199,167	11.2%
Work Experience (WEX)	\$ 546,942	\$ 32,088	\$ 57,029	\$ 89,117	\$ 457,825	16.3%
Occupational Training (OTA)	\$ 202,705	\$ 3,950	\$ 57,253	\$ 61,203	\$ 141,502	30.2%
Board Staff	\$ 123,150	\$ 7,838	\$ 23,515	\$ 31,354	\$ 91,796	25.5%
Board Operating	\$ 3,777	\$ -	\$ -	\$ -	\$ 3,777	0.0%
One-Stop Operator	\$ 117,040	\$ -	\$ -	\$ -	\$ 117,040	0.0%
Mobile Career Unit (MCU)	\$ 8,536	\$ 115	\$ 345	\$ 460	\$ 8,076	5.4%
Total	\$ 2,581,536	\$ 114,205	\$ 352,695	\$ 466,899	\$ 2,114,637	18.1%

Luis shared that a quarter of the program year has elapsed and 18.1% of the Youth budget has been expected. He shared that the In-School (ISY)/Out-of-School (OSY) expenses is split 36% going to ISY, 64% going to OSY.

CEDD Budget Supervisor Gustavo Nava shared information about the Adult, Dislocated Worker, and Rapid Response fiscal report:

Category	Actual Expenses	Actual Expenses	Total
	AZQuest	Adult/DW/RR	Combined
Professional Services	\$ 699,858	\$ 52,688	\$ 752,546
Support Services	\$ 2,129	\$ -	\$ 2,129
Occupational Training (OTA)	\$ 256,471	\$ -	\$ 256,471
Program Operating	\$ -	\$ 42,839	\$ 42,839
Board Staff	\$ -	\$ 315,986	\$ 315,986
Board Operating	\$ -	\$ -	\$ -
Total	\$ 958,458.00	\$ 411,513.55	\$ 1,369,972

Gustavo shared that in the first quarter, the AZQuest grant was still active in the first quarter and a bulk of the budget was expended using AZQuest funds. In Q2, AZQuest funds will no longer be available to supplement Adult, Dislocated Worker, or Rapid Response funds.

5. Strategic Plan Tracker

AISC Chair Stephanie Rimmer shared the purpose of the tracker as a visual tool to review goals and accomplishments. Stephanie shared that she wanted to review the tracker to see where they were and she wanted to ask the committee which

strategies should be prioritized to meet the goals of the strategic plan, especially considering continued budget cuts.

Stephanie said she felt that Goal 2 was closely aligned with implementing the One-Stop System Memorandum of Understanding/Infrastructure Funding Agreement (MOU/IFA). She shared that there would be an update about the MOU/IFA at the December AISC Meeting. Stephanie shared that she also believed that the committee needed to hear directly from title partners how the board can support them.

6. Call to the Public:

None

7. Future Agenda Items:

- One- Stop System Memorandum of Understanding/Infrastructure Funding Agreement
- Title Partners

8. Adjournment:

AISC Chair Stephanie Rimmer adjourned the meeting at 9:59 a.m.

Committee Name	Status	Goal	Strategy	Action	Completed July 1, 2023 - June 30, 2025	Impediments/Dependencies	Begin July 1, 2025
Align Investment Steering Committee		Goal 2	2.1 Oversee alignment of return on investment (ROI) and value on investment (VOI) through a fiscal committee of the Board.	Build insights to inform goals for the workforce development system and investment decisions for the Board and individual organizations; Report on Board's ROI and Value for money.	Quarterly performance updates from providers; regular fiscal reporting to the Board		September 25, 2025: PY 24 Performance review of Title IB Programs; Beginning in November 2025 - Title partner performance review and monthly Fiscal review
		Goal 2	2.2 Braid funding to ensure access to services to specialty populations ensuring equitable access to programs and services	Design a model that braids funding, review, scale	Board staff has researched avenues so Board can pursue and accept braided funding and briefed Council and CMO, MOU/IFA; AZQUEST, Summer Youth RISE, ElevateEdAZ, MCU, Small Business Entrepreneurship Grants		Ongoing, Innovation 27, MOU/IFA; December meeting focused on braided funding.
		Goal 2	2.3 Reward achievements in earning of credentials, employment, retention, and indicators of economic prosperity.	Report on Board's ROI and Value for money; Help providers community colleges, and others to access additional funding streams	Reward successful WBL contracts with access to more contracts		9/11/2025: Board approved updated ETPL Policy, policy directly ties performance to place on the list.
		Goal 2	2.4 Ensure that workforce services remain relevant, well-known, and used by businesses and job seekers.	Build insights to inform goals for the workforce development system and investment decisions for the Board and individual organizations; Report on Board's ROI and Value for money.	Previously conducted by IHSC (Job Center Location Evaluation)		Continue to ensure services are offered in locations and methods that best serve participants
		Goal 4	4.4 Publicize performance results and success stories regarding economic mobility on a regular basis, emphasizing employer and job seeker services to the community,	Report on Board's ROI and Value for money	Weeklies, Provider Success stories to Board, performance outcome presentations		Leverage Board members to share successes, leverage The Quarterly to share WF information, develop marketing strategies

Legend
Complete
On Target/Ongoing
In Progress/Behind
Stalled