



**PHOENIX BUSINESS AND WORKFORCE DEVELOPMENT BOARD  
NATIONAL MODEL FOR MOBILITY STEERING COMMITTEE  
Meeting Minutes  
VIRTUAL MEETING**

**December 10, 2025  
9:00 a.m.**

**Members Present:**

Neda Boyce  
Janice Bradford  
Kristin Emery  
Scott Holman

Anne Landers  
Meghan McGilvra  
Alison Rapping  
Claudia Reilly

**Public Attendees:**

Gregg Bach  
Erica Bennett  
Diana Figueroa  
Thomas Flynn  
Janice Garza  
Mari Hicks  
LaSetta Hogans  
Luis A. Marquez  
Hayden Maynard

Angie Parra  
Jovanna Parkhouse  
Demetria Robles  
Rachael Tashbook  
Ariadna Valentin  
Justin West  
Laura Whitehead

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

**1. Call to Order / Roll Call:**

The Phoenix Business and Workforce Development Board (Board) National Model for Mobility Steering Committee (NMMSC) Chair, Meghan McGilvra, called the December 10, 2025, meeting to order at 9:01 a.m. Roll call was completed, and a quorum was met with 6 members present.

**2. National Model for Mobility Meeting Minutes:**

**NMMSC Ad-Hoc Member Anne Landers motioned to approve the November 12, 2025, National Model for Mobility Steering Committee meeting minutes, NMMSC Ad-Hoc Member Claudia Reilly seconded.**

**Neda Boyce, Janice Bradford, Scott Holman, and Meghan McGilvra voted to approve. The motion passed.**

**3. NMMSC Strategic Plan Tracker**

Board Liaison Hayden Maynard shared suggested changes to the NMMSC Strategic Plan Tracker based on the committee discussion during the November 12, 2025 meeting. Changes include:

- Strategy 1.1: New task is to collaborate with the Instill Hope Steering Committee (IHSC) to share information through the Community of Practice.
- Strategy 1.2: New task is reviewing career maps/collecting information for job seekers to make informed decisions.
- Strategy 1.3 & 1.4: New task is to support local efforts in skills-first hiring and making the case with employers for skills-first hiring through IHSC collaboration.

NMMSC Chair Meghan McGilvra asked committee members if it felt that the changes reflected the November discussion. Committee members agreed that it did.

**NMMSC Member Alison Rapping motioned to approve the changes to the NMMSC Strategic Plan Tracker as presented, NMMSC Member Neda Boyce seconded the motion.**

**Janice Bradford, Scott Holman, Anne Landers, Meghan McGilvra, and Claudia Reilly voted to approve. No members were opposed.**

#### 4. **Career Pathways:**

ARIZONA@WORK City of Phoenix Data Manager Justin West shared information available on that can be used to develop career pathways. Tools included the following ARIZONA@WORK resources:

- Career Planning: With aptitude tests and a link to Onet, which has information on jobs, and career snapshots.
- Occupational Projections: shows short term and long term growth projections in the local area and the education required for that occupation.
- Wages by Occupation: shows number of people in the occupation in the local area and what the median salary is in the local area.

Justin showed the committee industry labor force and training reports that have been created by the City of Phoenix. Data in the ARIZONA@WORK reports will be used to illustrate career pathing and the knowledge, skills, and qualifications to enter positions in the industry. Additionally, information about training partners on the Eligible Training Provider List (ETPL) are included in the report.

NMMSC Chair Meghan McGilvra shared that as a provider of workforce services said she had never seen the ARIZONA@WORK reports until a week earlier which supports the assertion that there is work being done and that information needs to be organized in a way that is accessible and promote it,

possibly in partnership with the Community of Practice. The plan is to create a one-page document on career pathways that can be shared with workforce service providers. NMMSC Claudia Reilly asked if the plan is to share career pathways at a Community of Practice meeting. Meghan shared that it should be a phased approach and that the skills-first hiring is connected and what they should take to the Community of Practice, to develop the shared language. After the career pathways are developed, test the tool with the career advisors and participants. If they are successful, share them with the Community of Practice and begin to scale to include the other key industries.

NMMSC Member Janice Bradford asked if the sites/career pathways would be accessible for people living with disabilities. Board Liaison Hayden Maynard shared she would speak with the City of Phoenix Community and Economic Development marketing team to ascertain what they do to make the sites and documents accessible.

**5. Skills First Hiring:**

NMMSC Chair Meghan McGilvra reviewed the work that the NMMSC had done so far regarding Skills-First Hiring. She shared there would not be another convening, but there would be a report out in the next 30 days. Based on the report, the Arizona Community Foundation would be adjusting their funding strategies. Based on their adjustments, the NMMSC can make policy recommendations.

Meghan shared that the IHSC meeting is on December 18, 2025 at 9am. They would ask to partner with the IHSC to host a Skills-First Hiring focused Community of Practice meeting.

**Kristin Emery joined the meeting at 9:26 a.m.**

**6. Training Effectiveness Dashboard:**

NMMSC Chair Meghan McGilvra introduced Janice Garza and Rachael Tashbook from the Arizona Office of Economic Opportunity (OEO) to share the Training Effectiveness Dashboard and how the Board can use the tool. Janice said the workforce boards are stewards of public workforce funds and asked how boards are ensuring the training investments are yielding measurable returns for both job seekers and employers. She shared that the Workforce Arizona Council (WAC) voted to focus on High Impact Training (HIT) but there was no tool to measure the effectiveness of training over time. To address that gap, the HIT dashboards were developed to evaluate programs on the ETPL. The WAC is currently focused on implementation and capacity building. They are working on a comprehensive needs assessment to identify policy and guidance priorities for the local areas. They are looking at key resources and to develop phased strategies to incrementally achieve the statewide HIT goal of 60% of participants being enrolled in HIT programs by 2029.

Rachael shared the HIT framework and scoring for training programs. The evaluation uses a predictive model based on Title I-B Adult program participant demographics and barriers and the local economic conditions and how the programs met expectations when it came to helping participants to meet barriers to employment.

Rachael shared that about 43% of programs on the ETPL do exceed expectations, however there is a discrepancy when it comes to enrollment. She shared that only 19% of participants are enrolling in the HIT programs that exceed expectations. There are two dashboards available, one for Board leadership and ETPL Coordinators and another for Job Seekers.

Rachael shared that OEO looked at three years of data at a time. For City of Phoenix, approximately 1,338 of 3,286 participants entered training. About 901 participants enrolled and completed training. Of the completers, 257 participants completed a HIT program, 443 completed a non-HIT program, and 201 completed an unevaluated program.

## Program Availability

### Statewide

Exceeds Expectations		Meets Expectations		Below Expectations		Unevaluated	
Programs	31	Programs	17	Programs	22	Programs	503
Participants	1,248	Participants	2,892	Participants	1,101	Participants	1,243

### City of Phoenix LWDA

Exceeds Expectations		Meets Expectations		Below Expectations		Unevaluated	
Programs	14	Programs	9	Programs	16	Programs	131
Participants	309	Participants	367	Participants	211	Participants	291

### Observation(s)

- City of Phoenix had a slightly larger share of its Title I adult participants in HIT programs than typical across the state (26% vs 19%).

She shared that Hit programs are determined based on employment results:

# Statewide HIT vs Non-HIT Employment Results

- HIT programs delivered *above the predicted barrier-adjusted ceiling*, showcasing resilience and outperforming in contexts where success wasn't guaranteed.

HIT Actual Performance vs Non-HIT Programs			
Actual Measures	HIT	Non-HIT	Unevaluated
Employment 2nd Quarter After Exit	85.6%	75.2%	73.7%
Employment 4th Quarter After Exit	84.8%	68.8%	70.1%
Wages 2nd Quarter After Exit	\$ 10,833	\$ 9,394	\$ 8,643

Rachael shared examples of program evaluations and how they were determined to have exceeded expectations, met expectations, or fell below expectations.

Meghan asked if they could collect questions and share them with Rachael and Janice and invite them to the January 2026 meeting. Board Liaison Hayden Maynard shared that the NMMSC members can send in questions, and she will relate them to Rachael and Janice.

**Claudia Reilly left the meeting at 9:58 a.m.**

**7. Call to the Public:**

ARIZONA@WORK City of Phoenix Adult/Dislocated Worker Program Manager Jovanna Parkhouse noted there is a disconnect between the information presented during the Training Effectiveness Dashboard item. They are evaluated based on 2<sup>nd</sup> and 4<sup>th</sup> quarter employment and median salary but are not evaluated based on credential attainment. As a Title I-B provider, she feels there is an accountability gap as credential attainment is a negotiated measure for the Title I-B programs. She said it happens regularly that participants complete training and get a better-paying job and then have no incentive to attain the credential because they already have a job.

**8. Future Agenda Items:**

- Providers to give context around the HIT dashboard
- Training connection to the support services

**9. Adjournment:**

**NMMSC Chair Meghan McGilvra adjourned the meeting at 10:03 a.m.**