

**\*REVISED 8/11/25**



Phoenix Business and Workforce Development Board  
Executive Leadership Meeting (ELC) AUG 14  
August 14, 2025  
9:00 am-10:30 am Mountain Standard Time

The Executive Leadership Committee meeting will be held on August 14, 2025 from 9:00am-10:30am.

This is a hybrid meeting.

Address: 200 W Washington St, 20th Floor, Phoenix, AZ 85003.

Webex information: <https://cityofphoenix.webex.com/cityofphoenix/j.php?MTID=m855d2ee7abb9784e4a5bd98854ee360e>

To join by phone:  
+1-415-655-0001  
Access code: 2632 502 0688

### **Call to Order/Roll Call/Introductions**

*(Patrick Fitzhugh)*

The Executive Leadership Committee (ELC) Chair, Patrick Fitzhugh, will call the ELC meeting to order. Roll call will be called to ensure a quorum is present. Committee members will introduce themselves.

### **Executive Leadership Committee June 12, 2025 Meeting Minutes**

*(Executive Leadership Committee)*

ELC members will review and consider approval of the June 12, 2025 ELC Meeting Minutes.

**RECOMMENDATION: This item is for information and approval.**

### **Board Chair Updates**

*(10 Minutes Patrick Fitzhugh)*

ELC Chair Patrick Fitzhugh will share Board updates with committee members, including action items and opportunities for Phoenix Business and Workforce Development Board (Board) Members to support Board strategic initiatives.

**RECOMMENDATION: This item is recommended for information and discussion.**

### **Job Corps**

*(10 minutes James Montoya)*

ARIZONA@WORK City of Phoenix Project Manager James Montoya and Rebecca Tierney will provide an overview of their collaboration and coordination efforts to ensure continued services for Job Corps participants and workforce needs to impacted workers in response to a possible closure.

**RECOMMENDATION: This item is recommended for information, and discussion only.**

**Strategic Plan/Tracker Update**

*(20 minutes LaSetta Hogans)*

Board Executive Director LaSetta Hogans will provide an update about the Board's Strategic Plan/Tracker. The tracker is a visual tool that connects the Board's Strategic Plan goals and strategies to the actions and steering committees.

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

**Board Policy Updates and Adoptions**

*(20 Minutes Hayden Maynard)*

Board Liaison Hayden Maynard will share recommended Board Policy Updates and Adoptions for the following policies:

- a. Sunset: Policy 300.308-Support Services Categories, Cost Guidelines and Needs Related Payments
- b. Adopt: 300.308- Youth Supportive Services
- c. Adopt: 300.309-Supportive Services Categories and Cost Guidelines

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

~~**Central Arizona Executive Leadership Retreat**~~

~~*(Executive Leadership Committee)*~~

~~ELC Members will share information and their takeaways from the Central Arizona Executive Leadership Retreat hosted on July 22, 2025 in partnership with the Maricopa County Workforce Development Board and the Pinal County Workforce Development Board. The retreat was focused on how the Central Arizona workforce development boards could collaborate to achieve strategic initiatives together.~~

~~*(5 minutes)*~~

~~**RECOMMENDATION: This item is for information and discussion.**~~

**Future Agenda Items**

*(Patrick Fitzhugh)*

**Call to The Public & Announcements**

*(Patrick Fitzhugh)*

**Adjournment**

*(Patrick Fitzhugh)*

# EXECUTIVE LEADERSHIP MEETING

August 14, 2025



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# OPENING

- Roll Call
- Introductions

# TODAY'S AGENDA

- Chair Updates
- Job Corps
- Strategic Plan/Tracker
- Board Policies
- Central Arizona Executive Leadership Retreat

# MINUTES

The Executive Leadership Committee's June 12, 2025, meeting minutes are recommended for review and approval.

# CHAIR UPDATE

Presenter: Patrick Fitzhugh



# CHAIR UPDATE AGENDA

- Actions
- Opportunities
- Attendance
- Strategic Plan Tracker
- Central Arizona Executive Leadership Retreat

# ACTION/UPDATES

- DES Affiliate Request

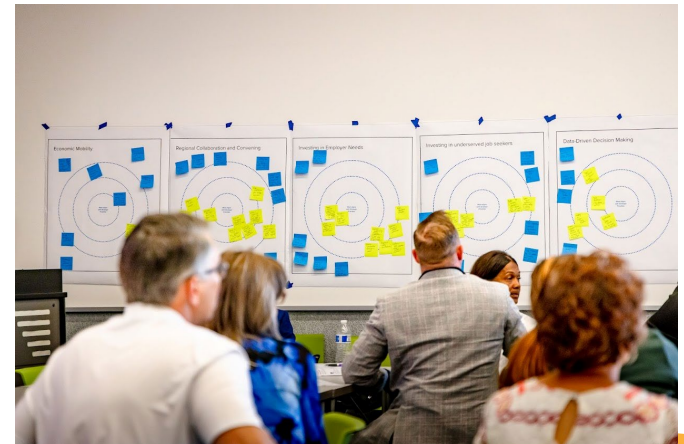
# OPPORTUNITIES

- August 22: NAWB Public Policy Power-Up
- September 17: Annual NAWB Membership Meeting
- Date TBD: Community of Practice

# ELC ATTENDANCE

Board Member	Absences
Karen Carter	
Pearl Esau Chang	
Patrick Fitzhugh	
Scott Holman	
Meghan McGilvra	
Brandon Ramsey	
Stephanie Rimmer	
Jason Schaffner	
Sam Wolo	

# LEADERSHIP RETREAT



# JOB CORPS PHOENIX: RESPONSE TO POSSIBLE CLOSURE

Presenters: James Montoya  
Rebecca Tierney



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# JOB CORPS PHOENIX

- Free, residential career training and education program for youth (ages 16-24), funded by the Department of Labor.
- Assist participants with attaining high school equivalency and offer vocational training in high-growth industry sectors.
- Over two million youth trained since 1964 at their 120 campuses across the US



# JOB CORPS PHOENIX

Date	Meeting Topic
June 4, 2025	Initial Meeting with Partners
June 18, 2025	Job Corps Resource Event for Students

# RAPID RESPONSE

- Coordinated One-Stop System response tailored to individual business needs during workforce reductions.
- Coordinates essential services and delivers immediate assistance to employers and impacted workers at no cost.

# JOB CORPS RESPONSE FOR EMPLOYEES

Date	Event
June 3	Rapid Response Outreach to Job Corps
June 6	Meeting with Job Corps
June 24	Rapid Response Event Coordination
June 25	Job Corps Stay Notification
July 10 & 17	Job Corps Job Fairs

# FUTURE

Business Services Team will continue to support Job Corps through:

- Job Postings
- Hiring Events
- Rapid Response (if necessary)



# QUESTIONS



# STRATEGIC PLAN TRACKER UPDATE

Presenter: LaSetta Hogans



# STRATEGIC PLAN TRACKER

Committee Name	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		May 22, 2025: Title IB providers presenting Q1-Q3 performance.
	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
	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		6/2025: Taking ETPL policy to ELC (will be completed)
	Goal 2	2.4 Ensure that workforce services remain relevant, well-known, and used by businesses and job seekers. (Maybe National Model)	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





# BOARD POLICIES UPDATES AND ADOPTIONS

Presenter: Hayden Maynard



# SUNSET CURRENT POLICY

- Sunset Policy 300.308: Youth: Support Services, Cost Guidelines, and Needs Related Payments

# Policy 300.308

- Requirements
- Eligibility
- Follow-Up Services
- Allowable Supportive Services
- Supportive Service Prohibitions
- Reimbursements
- Needs Related Payments
- Documentation

# Policy 300.309

- Work and Training Related Expenses
- Emergency Expenses
- Transportation Assistance
- Child Care
- Other Allowable Services
- Cost Guidelines

# PUBLIC COMMENT

Open August 4 – August 11

- Policy 300.308: One comment
  - Updated Requirements section
- Policy 300.309: No comments

# RECOMMENDATION

Recommend sunset of Policy 300.308. Support Services, Cost Guidelines and Needs Related Payments

Recommend adoption of new Policy 300.308 Supportive Services – Eligibility and 300.309 Supportive Service Categories and Cost Guidelines

# ELC MEETING

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





**Phoenix Business and Workforce Development Board  
Executive Leadership Committee Meeting Minutes  
June 12, 2025 at 9 a.m.**

**Committee Members Present:**

Patrick Fitzhugh (Vice Chair)	Alison Rapping
Jesús Love	Claudia Reilly
Meghan McGilvra	Sam Wolo (Chair)

**Committee Members Absent:**

Brandon Ramsey  
Alison Rapping

**Public Attendees:**

Dominic Cota	Gustavo Nava
Diana Figueroa	Jovanna Parkhouse
Carol Gardner	Alexandra Platas
Matalie Hastings	Demitria Robles
Mari Hicks	Ariadna Valentin
LaSetta Hogans	Cynthia Vega
Patricia Lakandula	Laura Whitehead
Hayden Maynard	Hugh Wolf

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

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

Executive Leadership Committee (ELC) Chair Sam Wolo called the June 12, 2025 Phoenix Business and Workforce Development Board (Board) ELC Meeting to order at 9:05 a.m. Roll call was completed with a quorum of seven members in attendance.

**2. Approval of Minutes for ELC April 10, 2025 Meeting Minutes:**

ELC Meghan McGilvra made a motion to approve minutes for the April 10, 2025 ELC Meeting and ELC Member Claudia Reilly seconded the motion.

**Approved:** Jesús Love, Patrick Fitzhugh, and Sam Wolo

**Opposed:** None

**Motion passed.**

### **3. Ratification of prior action from the May 8, 2025 PBWD Board Meeting:**

ELC Chair Sam Wolo informed the committee members that due to an error on the date of the Open Meeting Law posting for the Phoenix Business and Workforce Development Board (Board) meeting, the ELC needs to ratify the action taken at the Board meeting on May 8. The items that need to be ratified are:

- The Economic Development presentation from City of Phoenix Economic Development Director Christine Mackay
- Approval of the March 27, 2025 Phoenix Business and Workforce Development Board Meeting minutes
- Approval of the consent agenda:
  - Sunset of ARIZONA@WORK City of Phoenix Policy 800.803: Rapid Response
  - Adoption of ARIZONA@WORK City of Phoenix Policy 800.804: Rapid Response and National Dislocated Worker Grant Policy
- Approval of the Board Fiscal Update
- Officer Elections Update
- Board Chair Update
- Approval of the recommended changes to the One-Stop System Memorandum of Understanding and Infrastructure Funding Agreement
- Approval of the Board Bylaws Update
- Performance and Compliance Update

ELC Vice-Chair Patrick Fitzhugh made a motion to ratify and approve action items from the May 8, 2025 Phoenix Business and Workforce Development Meeting and ELC Member Meghan McGilvra seconded the motion.

**Approved:** Jesús Love, Claudia Reilly and Sam Wolo

**Opposed:** None

**Motion passed.**

### **4. ARIZONA@WORK City of Phoenix Fiscal Report Update:**

COP Human Services Department (HSD) Accountant III Patricia Lakandula provided a fiscal update of the current Workforce Innovation and Opportunity Act (WIOA) Local Area budget allocations from PY23/FY24 and PY24/FY25 through April 30, 2025.

Patricia shared the remaining PY23/FY24 budget allocations will be spend down by June 30, 2025. This update will be reflected in the next report.

Sam asked if the Adult Program expenditures are on-track based on past years expenditures. Patricia shared in past years the Adult Program has

spent more. This year the Adult Program was able to leverage AZ QUEST funding that was used to cover this year's program expenditures and the reason why the remaining fund allocation is a bit high for this report out. Patricia reiterated the remaining allocations to be spend down by June 30, 2025.

Patricia also shared the PY25/FY26 allocations approved by the Arizona Workforce Council on May 29, 2025 and highlighted the percentage change for next year's allocation due to decrease and explained how that translates into actual dollar amounts for the programs.

Sam asked how the Board can work to offset the decrease in funding through braided funding. Vice-Chair Patrick Fitzhugh agreed the Board will need to achieve nonprofit status first to seek braided funding. Board Executive Director LaSetta Hogans shared she is working with City of Phoenix Economic Development Director Christine Mackay and Bloomberg Associates on the development of a nonprofit organization/status. ELC Board Member Meghan McGilvra asked if Board staff can identify how the decrease in funds will impact the programs such as the number served. LaSetta shared a program update will be provided at the next Board meeting.

**Board Member Meghan McGilvra made a motion to approve the Workforce Innovation and Opportunity Act (WIOA) Budget Report for Program Year 23/Fiscal Year 24 and Program Year 24/Fiscal Year 25 through April 30, 2025 and ELC Vice-Chair Patrick Fitzhugh seconded the motion.**

**Approved:** Jesús Love, Claudia Reilly, and Sam Wolo

**Opposed:** None

**Motion passed.**

#### **5. Board Chair Updates:**

ELC Chair Sam Wolo shared his final report as the Board Chair. The most recent Board's achievements are:

- Board placemat that includes all the activities and achievements from fiscal year 2023 to-date
- Board Bylaws Updates
- Approval of the Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA)
- Policies:
  - Sunset ARIZONA@WORK City of Phoenix Policy 800.803: Rapid Response

- Approve ARIZONA@WORK City of Phoenix Policy 800.804: Rapid Response and National Dislocated Worker Grant Policy

Sam expressed gratitude for the Board Members's dedication, hard work and active participation. He is looking forward to new leadership and transitioning into a support role as Chair Emeritus.

## **6. Board Policy: Board Policy Update: 900.908 – Eligible Training Provider List**

ARIZONA@WORK City of Phoenix Eligible Training Provider Coordinator Mari Hicks shared the revisions made to policy 900.908 – Eligible Training Provider List to align with the Workforce Arizona Council policy revisions and statewide Eligible Training Provider List (ETPL) coordinators workgroup recommendations approved in May 2024. The recommended policy revisions are:

- New definitions that were added for clarity:
  - Code of Conduct, Initial Eligibility, Continued Eligibility, Training Providers, WIOA Participants, Program Year, and Arizona Job Connections
- Policy:
  - Training Providers must register with sam.gov, a system for award management required for federal contracts or grants.
  - Training Performance Requirements: Added requirements for performance data reporting, including metrics such as the number of participants served, total exits, credential attainment, employment in second and fourth quarters, and median earnings (from second quarter).
  - Payment and Enrollment Process was renamed to Payment Process: Training providers must register as vendors with the City of Phoenix, with specific invoicing expectations.
  - Marketing and Outreach: Integrated into roles and responsibilities to enhance clarity and efficiency.
  - Reciprocal Agreements: Added detailed procedures for managing out-of-state training providers from reciprocal states such as Montana, Missouri, Nevada and Utah, to facilitate WIOA participants access to training programs not available locally.
  - Denial/Removal of Training Programs: Added clarifying language for removal
  - WIOA Participant Complaints and Concerns: Added link to Code of Conduct outlining the process for participant complaints.

- Grievances and Appeals for Training Providers: Summarized rights to appeal and outlined two-year suspension from ETPL. Training Program reinstatement is subject to Board approval.

Mari shared the policy revisions were open for public comment from May 22 to May 30, 2026. A total of 16 comments were received. Comments and responses are available for review in Govenda and link provided in presentation.

**ELC Member Claudia Riley made a motion to approve the revisions made to policy 900.908 – Eligible Training Provider List to align with Workforce Arizona Council ETPL policy and ELC Member Meghan McGilvra seconded the motion.**

**Approved:** Jesús Love, Patrick Fitzhugh, and Sam Wolo

**Opposed:** None

**Motion passed.**

#### **7. Board Recertification Update:**

ARIZONA@WORK City of Phoenix Performance and Compliance Manager Laura Whitehead provided an update on the Board Recertification requirements. The Board recertification process occurs every two years to ensure compliance with federal and state regulations. Laura shared the Board Recertification timeline of completed items, tasks/actions pending, and next steps.

- Completed Items:
  - Share and Governance Agreement (SGA) was approved on March 27.
  - Board Bylaws and the Memorandum of Understanding (MOU) Integrated Fiscal Agreement (IFA) were approved on May 8.
- Pending Tasks:
  - Signatures Required: SGA, MOU/IFA and Human Services Department's MOU. Once all signatures are obtained, the documents will be submitted to the Office of Economic Opportunity on behalf of the Workforce Arizona Council (Council).
- Next Steps:
  - Final submission: June 30
  - Executive Committee approval: August 14
  - Full Council approval: September 18
  - Board receives feedback from the Council: September 26.

**ELC Member Claudia Riley made a motion to approve the Board Recertification submission to the Office of Economic Opportunity and ELC Vice-Chair Patrick Fitzhugh seconded the motion.**

**Approved:** Jesús Love, Meghan McGilvra, and Sam Wolo

**Opposed:** None

**Motion passed.**

**8. North Job Center Update:**

Board Executive Director LaSetta Hogans provided an update on the Board's approval to close the North Comprehensive North Job Center by June 30, 2025 as recommended by the Instill Hope Steering Committee. LaSetta shared the Department of Economic Security (DES) made a request to consider transitioning the North Job Center to an affiliate site rather than closing it. DES would like to retain state staff that provide employment, training, and vocational rehabilitation services. DES requested a meeting to discuss this request and transition with the Board. Vice-Chair Patrick Fitzhugh will be attending the meeting with DES to discuss the request.

ARIZONA@WORK City of Phoenix Business and Workforce Operations Manager Deb Furlong shared transition plan for staff to the other two comprehensive job centers and partner sites.

ARIZONA@WORK City of Phoenix Performance and Compliance Manager Laura Whitehead outlined the requirements for an affiliate site, including making quality referrals to partner programs and maintaining a minimum 50% physical presence of program staff.

ELC Member Jesús Love shared that he is looking forward to the next update on this recommendation.

**9. Executive Leadership Retreat:**

Board Executive Director, LaSetta Hogans shared that she is planning a retreat with Pinal and Maricopa County Workforce Development Board Executive Directors to strengthen their regional partnership. The retreat's goal is to bring together the executive leaders from the three boards to discuss regional strategies and partnerships. The retreat is scheduled for Tuesday, July 22, from 9:00 to 11:30 AM. Invitations will be sent once the newly elected Board Chair, Patrick Fitzhugh, selects his cabinet.

**10. Future Agenda Items:**

None

**11. Call the Public and Open Discussion:**

ARIZONA@WORK City of Phoenix Business and Workforce Operations Manager Deb Furlong shared the last apprentice was enrolled in the new TSMC apprenticeship program.

**12. Adjournment:**

**The meeting adjourned at 10:11 a.m.**

DRAFT

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		May 22, 2025: Title IB providers presenting Q1-Q3 performance.
		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
		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		6/2025: Taking ETPL policy to ELC (will be completed)
		Goal 2	2.4 Ensure that workforce services remain relevant, well-known, and used by businesses and job seekers. (Maybe National Model)	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
Instill Hope Steering Committee		Goal 3	3.1 Establish outreach to businesses and individuals that integrates social media, personal connections, and institutionalizes organizational partnerships.	Take actions to strengthen the workforce development system and underpin other actions herein.	Community of Practice, Regional Workforce Forum, marketing outreach: MCU, Workforce Survey, Local Plan Public Comment		Learn engagement strategies from other Local Areas, finalize marketing materials (how to connect, services) , develop marketing strategy, make more videos
		Goal 3	3.2 Invest in strong relationships between Business Services, industry, and the Board to meet skill and employment needs.	Take actions to strengthen the workforce development system and underpin other actions herein.	Community of Practice, Hiring Events (Engagement with hiring employers), 400+ employer contacts		Engaging Business through CoP (quarterly economic development sessions), lean on Board for employer/business outreach, economic outlook summit (partner with education partners)
		Goal 3	3.3 Foster diversity, equity, belonging, and culture for individuals, businesses, and communities as primary value builders for the City.	Take actions to strengthen the workforce development system and underpin other actions herein.	Quality Jobs initiative (Community of Practice), apprenticeships, MCU (meeting people where they are)		June 2025: Next convening proposed agenda is skills gaps and AI, include people who receive services (Ad-Hoc membership), human-centered design challenge, Youth focus
		Goal 3	3.4 Establish an advocacy program for Board members and committee members that ensures wide-reaching engagement and dialogue with the community.	Take actions to strengthen the workforce development system and underpin other actions herein.	Community of Practice: Convened focus groups to support work readiness efforts, quality jobs		June 2025: Next convening proposed agenda is skills gaps and AI, include people who receive services (Ad-Hoc membership), human-centered design challenge, Youth focus

	Goal 4	4.1 Convene, broker, and leverage education partners in guiding business and education to support and sustain economic mobility.	Take actions to strengthen the workforce development system and underpin other actions herein.	Apprenticeship partnership between education and business, Community of Practice		In-person WF Forum sessions to allow networking and potential for new partnerships, establishing regular Board mixers in partnership with City Council
	Goal 4	4.2 Expand outreach to businesses, education, and community organizations through events such as Bagels and Business, summits, and town halls concerning economic mobility.	Take actions to strengthen the workforce development system and underpin other actions herein.	Community of Practice, Workforce Forum Series, employer touches, incorporating WF partners in MCU events		May 2025: Third WF Forum; In-person WF Forum sessions to allow networking and potential for new partnerships, establishing regular Board mixers in partnership with City Council
	Goal 4	4.3 Apply labor market information to stimulate participation by business and job seekers in the workforce development system.	Take actions to strengthen the workforce development system and underpin other actions herein.	ArcGIS Mapping (used in MCU events), quarterly LMI reports and skills gap		Consistent LMI update, leverage The Quarterly (CEDD Newsletter), business-focused CoP events

National Model for Mobility Steering Committee	Goal 1	1.1 Raise awareness of workforce services through outreach to adults and youth facing barriers (Maybe Instill Hope)	Take actions to strengthen the workforce development system and underpin other actions herein.	Title IB A/DW sitting in community, MCU in community, apprenticeship (youth), One-Stop Operator Outreach Coordinator		Uniform marketing, demonstrate how providers are raising awareness
	Goal 1	1.2 Provide inspiration, connections, and support to individuals to foster participation in education and career services		ElevateEdAZ, participant success stories		9/25: Full Board presentation - start to finish
	Goal 1	1.3 Simplify access to education and career preparations for individuals facing barriers by involving diverse workforce system partners.	Create a single front door for young people, jobseekers, employers, and providers	National Model: Single Front-Door		Review maps for employers and jobseekers, validate with Board.
	Goal 1	1.4 Design Career Pathways in partnership with education, focusing on in-demand industries and occupations including entrepreneurship.	Map Career Pathways for largest, growing employers in priority sectors	National Model: Working through career pathways in semiconductor, manufacturing, and healthcare.		May 2025: Review entry-level positions and establish timelines for career pathways based on those positions.
	Goal 2	2.4 Ensure that workforce services remain relevant, well-known, and used by businesses and job seekers.	Create a single front door for young people, jobseekers, employers, and providers	National Model: Single Front-Door		Review maps for employers and jobseekers, validate with Board.

<b>Legend</b>
Complete
On Target/Ongoing
In Progress/Behind
Stalled

## Memorandum

To: Executive Leadership Committee (ELC)  
From: LaSetta Hogans, Executive Director, PBWD Board  
Subject: ARIZONA@WORK PBWD Board Policy Updates  
Date: August 14, 2025

### INTRODUCTION:

The purpose of this memo is to give notice to the Phoenix Business and Workforce Development Board's Executive Leadership Committee (ELC) of proposed changes to the following policy:

#### Sunset Youth Programs

300.308 – Support Services, Cost Guidelines, and Needs Related Payments

It is recommended to sunset this policy in favor of two new Youth supportive services policies that more closely align with State policy and with ARIZONA@WORK City of Phoenix Adult and Dislocated Worker support services policies.

The following new policies are proposed for adoption:

#### Youth Programs

300.308 – Youth Supportive Services: Eligibility

300.309 – Youth Supportive Service Categories and Guidelines

These policies will be considered by the Executive Leadership Committee on August 13, 2025. However, if you have questions regarding the policies please contact Hayden Maynard, PBWD Board Liaison at [hayden.maynard@phoenix.gov](mailto:hayden.maynard@phoenix.gov).

### **300.308– Youth Supportive Services: Eligibility**

This policy closely aligns with ARIZONA@WORK City of Phoenix Policy 500.501: Eligibility for Supportive Services, most recently updated on September 25, 2024. The key differences as they pertain to the Youth program are:

#### **V. Policy**

##### **A. Requirements (Pg 1-2)**

2. To be reasonable, the product or service must be consistent with comparable market prices by a comparison of the product or service from at least two or more vendors. In some instances, commonly used supportive services may have already been determined reasonable by the subrecipients and subgrantees through their formal procurement processes with specific vendors.

##### **B. Eligibility (Pg 2)**

5. Supportive services that allow the youth to participate in a work experience program can count toward youth service provider's required 20 percent minimum work experience expenditure.

##### **C. Follow-Up Services (Pg 2)**

The youth program does allow the provision of supportive services as a follow-up service to ensure the youth is successful in employment and/or post-secondary education and training. As noted in Policy 300.309 Supportive Service Categories, there may be additional eligibility criteria based on the specific service.

##### **G. Needs Related Payments (Pg 4)**


Needs-Related Payments (NRP) provide financial assistance to Youth program participants for the purpose of enabling individuals to participate in training activities. Individuals must be enrolled in a WIOA training program to receive needs-related payments. Payments can be provided if the participant has been accepted in a training program that will begin within 30 calendar days.

#### Documentation for NPRs

To receive needs-related payments a youth must:

1. Be a low-income individual and;
2. Be unemployed and;
3. Not qualify for (or have ceased to qualify for) Unemployment Insurance; and
4. Be enrolled in a program of training services.
5. Youth concurrently enrolled in the WIOA Title I-B Adult Program and the WIOA

Title I-B Youth Program must be eligible under criteria applicable to the respective program and the services received. Cash assistance (i.e. incentives) and needs-related payments are not allowable follow-up services after exiting the program.

	<i>Effective Date:</i>	<i>Type:</i> <input checked="" type="checkbox"/> Policy <input type="checkbox"/> Procedure <i>Function:</i> Youth	Page 1 of 5
	<i>Revised Date:</i>	<i>Section # &amp; Title:</i> 300 – Supportive Services	
Phoenix Business and Workforce Development Board (approval authority)	<i>Orig. Date Approved:</i> 02/14/2019	<i>Subject # &amp; Title:</i> .308 Eligibility	

**I. APPLICABILITY/SCOPE**

This policy applies to all Workforce Innovation and Opportunity Act (WIOA) Title I-B subrecipients and sub-awardees delivering workforce development Adult, Dislocated Worker, Youth and Arizona Quality Jobs, Equity, Strategy, and Training Disaster Recovery National Dislocated Worker Grant (QUEST DWG) programs and services.

**II. PURPOSE**

This policy addresses the use of Workforce Innovation and Opportunity Act (WIOA) funds for supportive services to eligible individuals enrolled in the Youth program.

**III. BACKGROUND**

Supportive services, such as transportation, childcare, vision care, work-related clothing, and certifications can be provided to eligible individuals while participating in WIOA Youth Title IB career or training services to assist in the removal of obstacles that are hindering their efforts to successfully secure and retain permanent employment. In addition to being necessary to participate, the provision of supportive services must also be allowable and reasonable, per general cost principles, both in cost and in the item/service being purchased; not otherwise available to the participant; and tied to a specific service. Supportive services are based on financial need and not an entitlement.

**IV. DEFINITIONS**

AJC Service Dictionary – is a published list of all services and definitions available to WIOA Title IB Youth .  
 The list is categorized as a Youth program design element service.


**V. POLICY**

A. Requirements

Supportive services must be made available for participants who may need additional assistance as determined through comprehensive assessments. These assessments, and all supportive services provided, must be documented in the participant’s Individual Employment Plan (IEP) or Individual Service Strategy (ISS), as well as appropriately recorded in the Arizona Job Connection service and training plan and justified in case notes. Supportive services are one of the 14 program elements in the Youth program.

Supportive services must only be provided through WIOA Title IB Youth program when the individual is unable to obtain supportive services through other programs that provide such services. The provision of them must be necessary and reasonable.

1. To be necessary, there must be documentation of the need for the particular supportive service that is tied to a career or training service.
2. To be reasonable, the product or service must be consistent with comparable market prices by a comparison of the product or service from at least two or more vendors. In some instances, commonly used supportive services may have already been determined reasonable by the

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subrecipients and subgrantees through their formal procurement processes with specific vendors.

3. Supportive services cannot be the first or the only service provided.

#### B. Eligibility

WIOA authorizes the use of Youth funds for the provision of supportive services to eligible individuals who are:

1. Actively participating in career or training services to secure and retain employment;
2. Unable to afford such services;
3. Unable to obtain supportive services through other programs that provide such services; and
4. Complying with program requirements.
5. Supportive services that allow the youth to participate in a work experience program can count toward youth service provider’s required 20 percent minimum work experience expenditure.

#### C. Follow-Up Services

The Youth program does allow the provision of supportive services as a follow-up service to ensure the youth is successful in employment and/or post-secondary education and training. As noted in Policy #300.309 Supportive Service Categories, there may be additional eligibility criteria based on the specific service.


#### D. Allowable Supportive Services

Supportive services include, but are limited to, the list below. Additional requirements and guidelines can be found in [Policy #300.309, Supportive Service Categories and Cost Guidelines](#).

1. Linkages to community resources;
2. Transportation assistance;
3. Child care and dependent care assistance;
4. Lodging;
5. Needs-related payments;
6. Education testing assistance
7. Reasonable accommodations for individuals with disabilities;
8. Referrals to health-care;
9. Work-related expenses;
10. Training-related assistance;
11. Payments and fees for employment and training-related applications, tests, and certifications;
12. Rental and utility assistance;
13. Reimbursement for cellular or internet service needed to create a wireless connection for distance learning, searching for employment, and job retention;
14. Software needed for career services, training related activities or job placement.

The following list of supportive services, while not commonly used, is allowable:

1. Car insurance for up to one calendar quarter or three months (requires detailed justification and assurances of proper vehicle registration and licensing);

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2. Vehicle registration and licensing (requires detailed justification that the vehicle is the only means of transportation available and that public transportation cannot meet the participant’s needs);
3. Haircuts, personal grooming and hygiene needs; and
4. Membership fees if required to obtain a credential.


E. Supportive Service Prohibitions

1. Payment toward goods or services incurred or received prior to the participant’s enrollment in a WIOA Title IB Youth program;
2. Fines and penalties such as traffic/moving violations, parking tickets, fines for late utility payments, other late finance charges, and interest fees;
3. Taxes, except for sales taxes and gasoline taxes, such as income taxes, and business/payroll taxes (for employers);
4. Child support;
5. Entertainment, including tips;
6. Titled or deeded items or when recovery of the expense is anticipated (*Examples include vehicle or mortgage payments; rent or housing deposits; homeowners’ insurance; and property taxes.*)
7. Alcohol, tobacco products or firearms;
8. Legal fees, such as bail and restitution;
9. Debts that have been turned over to a collection agency;
10. Union dues and dues for any organization substantially engaged in lobbying;
11. Business start-up costs; and
12. Other career services and training services, when the actual service provided meets the definition of another career or training service on the AJC Service Dictionary.

F. Reimbursements

Although most payments for supportive services are to be made directly to the vendor through the issuance of a Supportive Services Authorization voucher, there are situations where the Supportive Services Authorization voucher is not accepted by a vendor, can cause a delay or hardship in the service being provided timely, payment can only occur online, or payment must occur in order to access or enroll for the service (such as online exams or testing for certification). In these situations, reimbursement to the participant is appropriate. Guidelines for reimbursements include:

1. Reimbursements can only occur when discussed ahead of the provision of or receipt of the service.
2. Backdated requests are prohibited as are requests for reimbursements for items already purchased.
3. Reimbursement should not exceed \$1,000 and must be supported by documentation indicating that the participant incurred debt as a result or made special arrangements to obtain the funds. One of the criteria as noted in Section B is that the participant cannot afford to pay for such services.
4. Requests for reimbursement that exceed \$1,000 must have supervisory approval accompanied by detailed case notes as to the justification for doing so. An example would be that the actual cost of the testing for certification exceeds \$1,000.

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5. Examples of common requests for reimbursement include: fees for occupational testing for certifications or licenses; internet access; immunizations, drug screens, and physicals; fingerprint and background checks; and specialized uniforms or clothing for training or work.

G. Needs Related Payments

Needs-Related Payments (NRP) provide financial assistance to Youth program participants for the purpose of enabling individuals to participate in training activities. Individuals must be enrolled in a WIOA training program to receive needs-related payments. Payments can be provided if the participant has been accepted in a training program that will begin within 30 calendar days.

Documentation for NPRs To receive needs-related payments a youth must:

1. Be a low-income individual and;
2. Be unemployed and;
3. Not qualify for (or have ceased to qualify for) Unemployment Insurance; and
4. Be enrolled in a program of training services.
5. Youth concurrently enrolled in the WIOA Title I-B Adult Program and the WIOA

Title I-B Youth Program must be eligible under criteria applicable to the respective program and the services received. Cash assistance (i.e. incentives) and needs-related payments are not allowable follow-up services after exiting the program.


H. Documentation

There are two types of documentation required for supportive services, source documentation and service provision documentation:

1. **Source documentation** – establishes the details that substantiates the action, providing the basic facts such as date, purpose and amount of the service/purchase; includes such things as a cost estimate, utility bill, or for reimbursements, the actual receipt. The Supportive Services Authorization voucher is part of source documentation as it includes the relevant participant information as well as supervisory approvals. Self-disclosure or applicant statements are not source documentation.
2. **Service provision documentation** – evidence that the service has been received, such as a receipt, invoice for payment, signature of receipt for a bus pass, etc. This also includes appropriate data entry into Arizona Job Connection and case note justification.

All documentation that supports the issuance of supportive services, such as receipts, invoices, estimates, and billing statements, must be retained in the electronic participant file or uploaded into the participant’s file in Arizona Job Connection. Other documentation requirements can be found on Policy #300.309, specific to the type of supportive service. In addition:

1. Case notes must indicate why the service(s) is/are necessary and the determination of need; and
2. Case notes must indicate other attempts to secure the services.

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**VII. POLICY MANAGEMENT REQUIREMENTS**

Administrative revisions to the policy may be made by the Phoenix Business and Workforce Development (PBWD) Board Executive Director, with notice to the PBWD Board’s Executive Leadership Committee. All other substantive revisions will go to the PBWD Board’s Executive Leadership Committee for review and recommendation to the PBWD Board for approval.

**VIII. ADDITIONAL OR MISCELLANEOUS INFORMATION**

[DES/WIOA Supportive Services Policy, Section 400](#)


Name	Email	Page	Comment	Response
Amelia Schofield	amelia.schofield@nmpix.com	300.308, p. 2	<p><b>Under to be reasonable, is the price comparison requirement still applicable—even for small-dollar purchases? Could a minimum threshold for what needs to be considered reasonable? As some supportive services are as little as \$5-10 for training materials and supplies.</b></p>	<p>Will be updated with this wording: Use this wording for V. Policy, A. Requirements, 2.: To be reasonable, the product or service must be consistent with comparable market prices by a comparison of the product or service from at least two or more vendors. In some instances, commonly used supportive services may have already been determined reasonable by the subrecipients and subgrantees through their formal procurement processes with specific vendors.</p>

### **300.309: Supportive Services Categories and Cost Guidelines**

This policy closely aligns with Policy 500.502: Supportive Services Categories and Cost Guidelines, most recently updated on January 24, 2024. The key difference as it pertains to the Youth program is:

#### **V. Policy**

- A. **Work and Training Experiences (Page 2):** Added note that Supportive Services that allow a youth participant to participate in a work experience (WEX) can count toward a provider's required 20% WEX expenditure.

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**I. APPLICABILITY/SCOPE**

This policy applies to all Workforce Innovation and Opportunity Act (WIOA) Title I-B subrecipients and sub-awardees delivering workforce development Youth programs and services.

**II. PURPOSE**

This policy describes the allowable uses of Workforce Innovation and Opportunity Act (WIOA) funds for supportive services to eligible individuals enrolled in the WIOA Youth programs.

**III. BACKGROUND**

Supportive services, such as transportation, child care, vision care, work-related clothing, and certifications can be provided to eligible individuals while participating in career or training services to assist in the removal of obstacles that are hindering their efforts to successfully secure and retain permanent employment. The provision of supportive services must be necessary for participation in career or training services; allowable and reasonable, per general cost principles, both in cost and in the item/service being purchased; not otherwise available to the participant; and tied to a specific service. Supportive services are based on financial need and not an entitlement.

**IV. DEFINITIONS**

None


**V. POLICY**

Subrecipients and sub-awardees will follow their internal procurement and reimbursement procedures for the purchase of the allowable supportive services. The following are the categories of allowable supportive services, individual descriptions and any additional criteria or eligibility required for that service. The most commonly used services are professional clothing, interview clothing, vision care, professional and work-related footwear, and tools. All other requirements for the provision of Supportive Services can be found in [Policy #300.308, Eligibility for Supportive Services](#).

A. Work and Training Related Expenses

A participant may receive **training related** assistance as a type of supportive service when an instructor or institution deems that all students participating in the training must have the items to complete the course. Licenses and certification and testing fees, not already a part of training program costs\*, may be paid when the license, certification or the successful completion of the test is required to legally work in the occupation, is required by a specific employer for the individual to obtain employment or will result in a recognized credential.

\*Please note the listed **training related** expenses do not include expenses already covered in an Occupational Training Authorization/Account.

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**Work related** expenses include items necessary for a participant to successfully interview and/or start a job.

Types of **work and training related** expenses include, but are not limited to:


1. Interview clothing, to include accessories and shoes appropriate for the interview;
2. Professional clothing, to include business attire, accessories and shoes once employment is obtained;
3. Professional uniforms, as required for training and/or suitable for the type of employment obtained;
4. Shoes, such as safety boots/shoes and others required for work;
5. Blood pressure cuffs, scrub watches, and other healthcare related items;
6. Occupational licensing fees;
7. Vision care services, to include vision exam, frames, and lenses;
8. Tools;
9. Childcare (refer to specific guidelines on page 3);
10. Certifications; occupational credential; background and fingerprinting; health screenings and immunizations; drug testing; and other **work and training related** testing fees; and
11. High-school equivalency application and testing fees
12. Reimbursements for cellular or internet service needed to create a wireless connection for distance learning, searching for employment, and job retention;
13. Software and electronic devices such as laptops needed for career services, training related activities, or job placement.
14. Food at a reasonable cost to assist or enable participants to participate in allowable program activities and to assist participants employment and training goals per established guidelines; and
15. Reimbursement for the purchase of documentation needed for participants to meet employment authorization requirements.

\*Supportive services that enable a WIOA Youth to participate in work experience can count towards the 20 percent required WEX expenditure.

#### B. Emergency Expenses

Emergency expenses are allowable on a case-by-case basis and may include, but are not limited to, payments for:

1. Utility assistance for overdue bills (electric, gas, water)
  - a. Check availability of service with the local community action program;
  - b. Obtain documentation to show pending shut-off or overdue bills;
  - c. Cannot pay late fees or refundable deposits.
  - d. If a utility bill is not in the participant's name, confirm the address for the utilities matches the participant's address in Arizona Job Connection.
2. Rental assistance
  - a. Check availability of service with the local community action program;
  - b. Cannot pay late fees or refundable deposits.
3. Dental (cosmetic or health related) services

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4. Vehicle registration and licensing (registered under the participant’s or family member’s name and verified)
5. Automobile
  - a. Repairs
    - i. Is the primary source of transportation and is of immediate need; and
    - ii. Must be in the ownership of the participant or family member listed on the Applicant Statement, family size section (must view current registration and case note such).
    - iii. Normal maintenance costs not authorized.
    - iv. Repair costs cannot exceed vehicle value.
  - b. Purchase
    - i. Is necessary to participate in training and obtain and/or retain employment.
    - ii. No other means of transportation services available between home and location of training and/or employment.
    - iii. Must be able to obtain and provide proof of valid Driver’s License and auto liability insurance.
    - iv. Purchase price must not exceed \$5,000.

C. Transportation Assistance

Transportation assistance ensures a participant’s mobility between home and the location of career and training services. Assistance may include bus/light rail passes or gas vouchers or cards determined reasonable and necessary for a participant to participate in training and/or obtain and retain employment. The Youth program, through its contractors, may also provide taxi/rideshare assistance.


The purpose of fuel cards, and bus passes is to enable a participant to participate in workshops; individual appointments related to training, training research or their work search; assessment meetings; and job interviews. The fuel cards and bus passes are also intended for those who are participating in employment work readiness training, training services, and other longer-term career pathway services for an extended period of time. Participants who are conducting an active job search may be issued bus passes, however staff should evaluate their progress toward employment before continuing to issue subsequent passes.

The need to continue issuance of fuel cards bus passes for longer-term career and training services should be re-evaluated periodically. Automatic issuance should not occur for the entire duration nor should the expectation of such be created.

D. Child Care

Child care assistance ensures proper care of children while the parent or guardian is participating in career and/or training services. The child care provider must be certified by the Arizona Department of Economic Security (DES), and documentation must be obtained and placed in the participant’s case file in that regard. Payment and eligibility will follow the guidelines set forth by DES.

- a. For assistance in finding a certified provider, visit: <https://www.azccrr.com/>

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b. Income eligibility and Maximum Reimbursement Rates and can be found:

[Maximum Reimbursement Rates for Child Care \(08/24\)](#)

E. Other Allowable Services

Other supportive services that are not commonly used or not otherwise noted may be allowable in certain circumstances. They, too, require appropriate documentation to demonstrate the need, the proposed cost, and the completion of the service:

1. Haircuts, personal grooming and hygiene needs (for employment purposes)
2. Legal aid services (there are no-cost options available, so documentation would need to indicate why other resources do not meet the needs of the participant)
3. Out-of-area job search
  - a. Must have documentation of job interview;
  - b. Mileage reimbursement based on the Internal Revenue Service prevailing rate;
  - c. Lodging;
  - d. Per diem for meals (per City of Phoenix rates); and/or
  - e. Cost of air travel.
4. Relocation to a new job
  - a. Must have employment verification;
  - b. Moving expenses;
  - c. Mileage reimbursement based on the Internal Revenue Service prevailing rate; and/or
  - d. Per diem for meals (per City of Phoenix rates).
5. Reasonable accommodations for individuals with disabilities
  - a. Are not otherwise the responsibility of the training provider or employer;
  - b. Translation services arranged through a City of Phoenix contractor. Contact the WIOA EEO/ADA Officer.
6. Membership fees, if required to obtain a credential

F. Cost Guidelines

Funds are not sufficient nor expected to assist a participant with all needed supportive services. Rather, they provide temporary assistance. Therefore, subrecipients must determine which are most immediate and most critical to program success based on the initial and subsequent assessment of skill level and supportive service needs. Cost limits are established by subrecipients as reasonable guidelines but are not the standard for every situation.

**VI. POLICY MANAGEMENT REQUIREMENTS**

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**VII. ADDITIONAL OR MISCELLANEOUS INFORMATION**

None