



Phoenix Business and Workforce Development Board
 PBWD Board Meeting
 January 08, 2026
 9:00 am-10:30 am Mountain Standard Time

The Phoenix Business and Workforce Development Board meeting will be held on January 8, 2026 from 9:00am-10:30am.

This is a hybrid meeting.

Address: Calvin C. Goode Municipal Bldg, 251 W Washington St., 10th Floor, Melrose Training Room, Phoenix, AZ 85003.

Webex Information: <https://cityofphoenix.webex.com/cityofphoenix/j.php?MTID=md1c81c692688014e4b253f074c8dc0cf>

To join by phone: +1-415-655-0001

Access code: 2465 635 8692

Call to Order/Roll Call/Introductions

(Patrick Fitzhugh)

The Phoenix Business and Workforce Development (PBWD) Board Chair, Patrick Fitzhugh, will call the meeting to order. Roll call will be called to ensure a quorum is present. Committee members will introduce themselves.

November 13, 2025 Phoenix Business and Workforce Development Board Meeting Minutes

(Phoenix Business and Workforce Development Board)

The PBWD Board November 13, 2025 meeting minutes are recommended for review and approval.

RECOMMENDATION: This item is for information and approval.

Board Chair Updates

(5 Minutes Patrick Fitzhugh)

PBWD 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.

Committee Updates

(15 minutes)

Steering Committee Chairs will provide an update on their committee's current actions, barriers, key efforts and support needed.

RECOMMENDATION: This item is for information and discussion.

PBWD Board Forecast

(15 minutes Gustavo Nava)

City of Phoenix Community and Economic Development Fiscal/Budget Supervisor Gustavo Nava and WIOA Accountant III Luis Marquez will share a PBWD Board Budget Forecast to the Board, to support planning.

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

Industry-Skills Grant

(15 minutes 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 recommended for information and possible action.

Apprenticeship Update

(15 minutes Brenda Urquidi)

ARIZONA@WORK City of Phoenix Business Project Management Assistant Brenda Urquidi will provide an update of the Apprenticeship program results for PY 24 and plans for upcoming cohorts.

RECOMMENDATION: This item is for information and discussion.

Future Agenda Items

(Patrick Fitzhugh)

Call to The Public & Announcements

(Patrick Fitzhugh)

Adjournment

(Patrick Fitzhugh)

PHOENIX BUSINESS & WORKFORCE DEVELOPMENT BOARD MEETING

January 8, 2026



www.investinphoenix.com/workforce



ARIZONA @WORK™

CITY OF PHOENIX

A proud partner of the [americanjobcenter](#) network

OPENING

- Roll Call

TODAY'S AGENDA

- Chair Update
- Committee Updates
- Fiscal Updates
- Industry Skills Grant
- Apprenticeship Update

MINUTES

The Phoenix Business and Workforce Development Board's November 13, 2025, meeting minutes are recommended for review and approval.

CHAIR UPDATE

Presenter: Patrick Fitzhugh



CHAIR UPDATE AGENDA

- Actions
- Opportunities
- Attendance

AAED Golden Prospector Award



New Director Introduction





Ryan & Hillary
est. Nov. 9, 2023



**Tiger Lily (11) &
Caicos (7)**



Let's go outside!

About me:

- I hold a Bachelor of Arts from George Mason University and a Master of Public Administration from George Washington University.
- Before moving to Phoenix, I served in positions with Arlington County, VA, the Alexandria, Economic Development Partnership (AEDP), and the City of Alexandria, VA.
- I served as AEDP's representative on the Alexandria/Arlington Regional Workforce Council for many years.
- I am public-sector professional with a long career in economic and community development.



Pictured with Daniel Mekibib, Assistant Division Director Workforce Development, Fairfax County, VA

Collaboration: Leading Through Change Together

Amazon HQ2 effort

COVID-19 response and recovery

Innovation economy growth

Tourism reset

Arts and culture stabilization

Office market disruption



“Phoenix seems like a big change, why did you want to come here?”

- Arizona is beautiful
- Phoenix is a diverse and welcoming community
- Phoenix has Momentum
- Opportunity to make a positive impact at scale



What have I been up to since arriving in Phoenix?!

- Engaged directly with staff across business development, workforce, planning, and international affairs.
- Met with innovation leaders and developers at Consumer Electronics Show in Las Vegas.
- Built early alignment with regional partners including GPEC and SRP.
- Attended TSMC Apprenticeship Graduation and met with key academic institutions leaders
- Toured North Phoenix and learned the long-term vision for the Halo Vista area.
- Assessed Phoenix's post Great Recession economic transformation.
- Met with business leaders and external stakeholders to listen and learn.
- Working closely with CED division leaders, including LaSetta, to understand priorities and challenges and shape an economic vision builds on the momentum.





WHAT NEXT?

Key leader engagement

- Working with staff to identify opportunities for collaboration.
- Conducting neighborhood site visits across Phoenix.

My goal for 2026

- Keep projects moving forward to ensure successful outcomes.



PHOENIX IS HOT

Ryan W. Touhill, Director
200 West Washington St. 20th Floor
Phoenix, AZ 85003
Office: 602-534-9049
Cell: 480-322-6503
ryan.touhill@phoenix.gov

ACTION

- Volunteer Events at St. Vincent de Paul
- Veteran's Village Event



OPPORTUNITIES

- January 23: NAWB Public Policy Power Up



BOARD ATTENDANCE

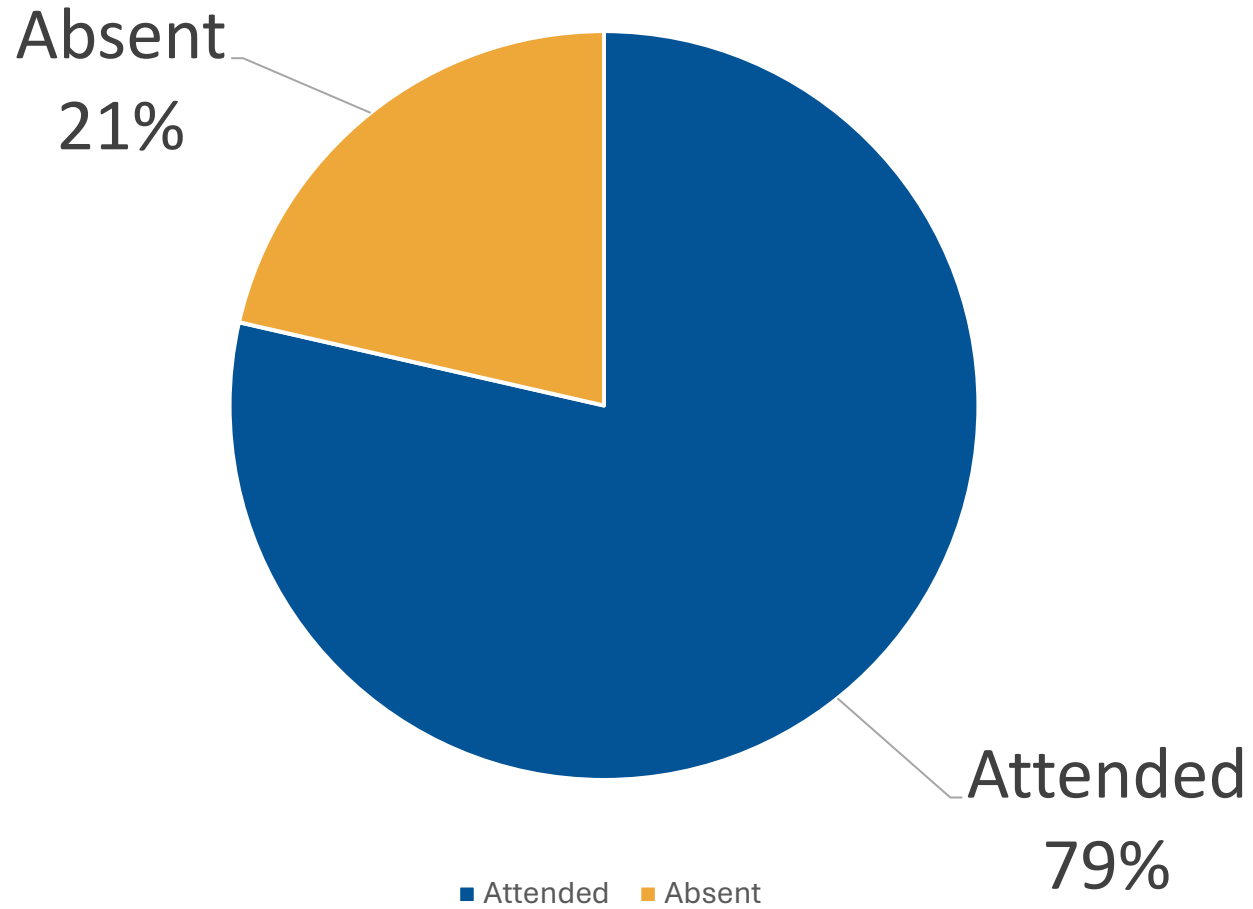
Board Member	Absences
Daniel Barajas	1
Christian Bearden	0
Neda Boyce	3
Janice Bradford	1
Karen Carter	0
Pearl Esau Chang	1
Kristen Emery	2
Lorraine Field	1

Board Member	Absences
Patrick Fitzhugh	0
Kaaren-Lyn Graves	1
Scott Holman	2
Mavrick Knoles	1
Ginger Lane	0
Jesus Love	0
Meghan McGilvra	0

BOARD ATTENDANCE

Board Member	Absences
Brandon Ramsey	1
Alison Rapping	2
Claudia Reilly	0
Stephanie Rimmer	0
Jason Schaffner	2
Dean Scheinert	2
Drew Trojanowski	2
Sam Wolo	1

OVERALL ATTENDANCE



COMMITTEE UPDATES



AISC CURRENT STATUS

- AISC consists of 8 members and is chaired by Stephanie Rimmer and co-chaired by Pearl Esau.
- We are scheduled to meet monthly but to ensure we value the time of our committee members appropriately, if content is low and there aren't items for immediate consideration, we occasionally meet every other month instead.
- We are not meeting in January.

AISC BARRIERS

- Our biggest barrier is time. We are still waiting for the MOU IFA to be signed. Every month there is a full agenda for the staff that takes time to implement. We all have our own time constraints.
- In a world with more time, we would be able to move things along with greater speed and efficiency.

AISC JANUARY 2026

- Voted to recommend the Industry Skills Grant
- Voted to approve working on a marketing policy to share One-Stop System successes that will leverage news media and social media available through the Community and Economic Development Marketing team

AISC SUPPORT

- Execution of the MOU/IFA
- Schedule for review of the MOU/IFA upon implementation

IHSC CURRENT STATUS

Measure	Committee Progress
Current Status	Goal 4.3 to update the LMI Report is on track to be completed this month. 5 months ahead of the goal date

IHSC BARRIERS

Measure	Committee Progress
Barriers	None to report

IHSC JANUARY 2026

Measure	Committee Progress
This Month	Committee chairs to meet with Bloomberg to discuss strategy for future community of practice meetings. The committee will focus on planning the “advanced business service”, community of practice, on February 26 th .

IHSC DECEMBER 2025

Measure	Committee Progress
Last Month	<p>Committee outlined the three topics for the remainder of the strategic plan year, ending in June.</p> <p>February – Advanced business services – championed by Daniel Barajas.</p> <p>April – Semi-Conductor / Trades / Apprenticeship – Championed by Christian Bearden.</p> <p>June – Healthcare – Championed by Karen Carter and potentially Lorraine Field.</p>

IHSC SUPPORT

Measure	Committee Progress
Support	Attendance and promotion of Community of Practice

NATIONAL MODEL FOR MOBILITY

Measure	Committee Progress
Current Status	Green: Action 1.1 and 1.2 Yellow: Action 1.3, Action 1.4, and Action 2.4
Barriers	Language in plan needed to be adjusted to match the direction of needs and language of industry
This Month	Advance co-hosting a Community of Practice event with partner committee
Last Month	Identified needs to create easily accessible career ladders
Support	None

BOARD FISCAL UPDATE

Presenters: Luis A. Marquez

Gustavo Nava



WIOA Fiscal Recap

- ✓ FY2024-25 year-end recap
 - Youth Workforce Programs
 - Adult Workforce Programs
- ✓ Approval of Infrastructure Funding Agreement
- ✓ PY25/FY26 Final WIOA Program Allocations
- FY2025-26 WIOA Budget Update and Multi-Year Forecast

FY2025-26 Available Grant Balance by Program

Ending Grant Balances by Program	Carried Forward Balances	Current Year Allocation	Total Allocation Available	Prior Year Transfer	Reccomended Transfer	Total Allocation Available After Transfers
TOTAL	5,153,566	8,695,853	13,849,419	-	-	13,849,419
Admin - General Fund	N/A					
Administration	545,199	849,986	1,395,185	-	-	1,395,185
Adult	1,254,689	2,351,844	3,606,533	2,792,820	2,650,000	9,049,353
Dislocated Worker	2,875,998	2,813,028	5,689,026	(2,792,820)	(2,650,000)	246,206
Rapid Response	142,501	195,997	338,498		-	338,498
AD/DW/RR Combined	4,273,188	5,360,869	9,634,057	-	-	9,634,057
Youth - In School	86,093	621,250	707,343	-	-	707,343
Youth - Out of School	249,086	1,863,749	2,112,835	-	-	2,112,835
Youth Combined	335,179	2,484,998	2,820,177	-	-	2,820,177

RECOMMENDATION #1

Authorize the transfer of funds in the amount of \$2,650,000 from the Dislocated Worker PY25/FY26 allocation to the Adult Program, as allowed under WIOA, based on the current economic conditions and the demands of the local labor market in the City of Phoenix.

FY2025-26 WIOA Budget

Expenditures by Program	2024-25 Actuals	2025-26 Budget
TOTAL	10,102,791	10,008,887
Admin - General Fund	910,803	-
Administration	525,467	1,257,348
Adult	5,008,306	5,346,714
Dislocated Worker	192,449	167,769
Rapid Response	347,577	287,263
AD/DW/RR Combined	5,548,331	5,801,746
Youth - In School	825,831	740,317
Youth - Out of School	2,292,359	2,209,476
Youth Combined	3,118,190	2,949,793

RECOMMENDATION #2

The Board approve the Workforce Innovation and Opportunity Act (WIOA) budget for Program Year 2025 (July 1, 2025 - June 30, 2026).

WIOA GRANT BALANCE FORECAST

Ending Grant Balances by Program	2024-25 Actuals	Forecasted 2025-26	2026-27 Forecast	2027-28 Forecast
TOTAL	5,153,566	4,018,036	2,350,717	367,322
Admin - General Fund	N/A	N/A	N/A	N/A
Administration	545,199	137,837	(111,398)	(414,495)
Adult	4,047,509	3,729,937	2,469,036	950,262
Dislocated Worker	83,178	79,051	42,952	(2,905)
Rapid Response	142,501	51,235	(49,874)	(165,541)
AD/DW/RR Combined	4,273,188	3,860,223	2,462,114	781,816
Youth - In School	86,093	2,552	-	-
Youth - Out of School	249,086	17,424	-	-
Youth Combined	335,179	19,976	-	-

Assumptions:

- No increase/decrease in allocation
- Maintaining expenditures as loaded in FY2025-26 Budget
- Not including \$1M General Fund allocation to WIOA
- Assumes future transfers Between Adult/Dislocated Worker programs of \$2.65M

Next Steps

- Continued discussions with the City Manager's Office
- Ongoing assessment and evaluation of expenditures vs. grant fund balance
- Monitoring of federal administration and DES guidance/direction
- Return to Board for FY2025-26 Budget adjustments and final proposed FY2026-27 Budget

INDUSTRY SKILLS GRANT

Presenters: LaSetta Hogans



INDUSTRY SKILLS GRANT OVERVIEW

- August 11, 2025 – Department of Labor (DOL) Grant announcement
- Grant Goal: Employers lead training to meet business needs and build talent pipeline
- DES awarded \$5M over three years
- Arizona Department of Economic Security (DES) identified City of Phoenix, Maricopa County, and Pinal County Boards as subrecipients

INDUSTRY SKILLS GRANT OVERVIEW

- Current status: DES Awaiting Notice of Award from DOL
- Grant expected end date: June 2029
- Funding Source: WIOA Dislocated Worker National Reserve
- Phoenix's allocation amount: \$1.5M

INDUSTRY FOCUS

- Advanced Manufacturing – high-growth & emerging, digital component
- Aligns with WIOA's six purposes = Board's Mission
- Advances the Board's Strategic Goal 2:
Investing in workforce services that drive credential earning, employment retention, and long-term economic growth through employer-driven training.

KPI & REIMBURSEMENT STRUCTURE

- Targets: #participants, #employers
- Max amount per employer (training cost ceiling)
- Per employee training cost (uniform across employers)
- **Performance-Based Reimbursement:**
 - 50% upon training completion and certificate
 - 80% upon 6-month employment retention

KPI & REIMBURSEMENT STRUCTURE

Phoenix Example:

- Participants: **370**
- Cost per training: **\$2,800 (50% milestone)**
\$4,000 (80% milestone)

NEXT STEPS

- DES to receive Notice of Award from DOL (Jan 2026)
- City to enter into Intergovernmental Agreement (IGA) with DES to administer the grant on behalf of the Board
- IGA will include KPI targets and reimbursement terms.
- Continue conversations with employer partners to administer grant

NEXT STEPS

Governance Process:

Step 1: Align Investment Committee recommended approval

Step 2: Board approval today

Step 3: City Council approval for final authorization

RECOMMENDATION

Approve entering into a three-year Intergovernmental Agreement with the Arizona Department of Economic Security, upon receipt of Notice of Award, 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.

APPRENTICESHIP UPDATE

Presenter: Brenda Urquidi



SPONSORED APPRENTICESHIPS

Presenter: Brenda Urquidi



www.investinphoenix.com/workforce

ARIZONA @ WORK™

CITY OF PHOENIX

A proud partner of the **americanjobcenter** network

PILOT COHORT INTRODUCTION

- Enrolled in 2024
- Completed 18-month program
- Related Training Instruction (RTI) partner: Estrella Mountain Community College
- On the Job Training (OJT) partner: TSMC



PILOT COHORT COMPLETED THE PROGRAM

- Certificate of Completion and a Journeyman Card
- Full-time position as a Facilities Technician with TSMC
- 57% wage progression: Avg \$21.00/hour at the start of the program to avg. \$33.00/hour upon completion



PILOT COHORT SHAPED NEW PROGRAM STANDARD

Risks

- Apprentice can choose not to continue
- Employer will not have a competent employee without additional internal training

Industrial Maintenance Mechanic Program

- 18 months
- Foundational Knowledge

Subfloor Facilities Program

- 18 months
- Specialization



Apprenticeship in Advanced Manufacturing

Subfloor Facilities Program

- 36 months (3yrs)
- Introduction to Areas of Specialization
- Foundational Knowledge
- Specific Specialization

PILOT COHORT NEXT STEPS



Start Date	Enrolled	Program	Current Status	Funding
2024	8	Industrial Maintenance Mechanic	Completed	WIOA
2026	8	Subfloor Facilities Technician	Entering 1st Semester	SEMI Foundation

EVERY COHORT IS PROGRESSING SMOOTHLY

Start Date	Enrolled	Program	Current Status	Funding
2025	15	Facilities Technician	Entering 2nd Semester	SEMI Foundation
2025	12	Equipment Technician	Entering 2nd Semester	SEMI Foundation
2025	8	Process Technician	Entering 2nd Semester	SEMI Foundation
2026	TBD	TBD	Recruitment Pending	Industry Skills Grant (Potentially)



QUESTIONS

Brenda Urquidi

Brenda.Urquidi@phoenix.gov



PBWD BOARD MEETING

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



**Phoenix Business and Workforce Development
Board
Meeting Minutes
November 13, 2025 – 9:00 a.m.**

Board Members Present:

Daniel Barajas	Ginger Lane
Christian Bearden	Jesús Love
Karen Carter	Meghan McGilvra
Kristin Emery	Stephanie Rimmer
Lorraine Field	Brandon Ramsey
Patrick Fitzhugh (Chair)	Alison Rapping
Kaaren-Lyn Graves	Claudia Reilly
Scott Holman	Jason Schaffner
Mavrick Knoles	Sam Wolo

Board Members Absent

Janice Bradford
Neda Boyce
Pearl Esau
Scott Holman
Dean Scheinert
Drew Trojanowski

Public Attendees:

Azra Baab	Luis Marquez
Matthew Bahram	Hayden Maynard
Eddie Barojas	James Montoya
Erica Bennett	Gustavo Nava
Elissa Black	Jovana Parkhouse
Elizabeth “E” Cole	Demitria Robles
Mark Carlisle	Deseret Romero
Dominic Cota	Wathsna Sayasane
Sandra Enriquez	Stephen Sparks
Deb Furlong	Rebecca Tierney
Eric Johnson	Brenda Urquidi
Mari Hicks	Ariadna Valentin
LaSetta Hogans	Stephanie Varela
David Howden	Jose Vaquera
Royce Kawabata	Beverly Wilson
Christina Lira	Laura Whitehead
Delsy Maldonado	

1. Call to Order:

Phoenix Business and Workforce Development Board (Board) Chair Patrick Fitzhugh called the November 13, 2025, Board Meeting to order at 9:02 a.m. Roll call was completed and a quorum of 18 members were present.

2. Approval of the September 11, 2025 Board Meeting Minutes:

A motion to approve the September 11, 2025 Board Meeting Minutes was made by Board Member Ginger Lane and seconded by Board Member Brandon Ramsey.

Approved: Daniel Barajas, Christian Bearden, Karen Carter, Kristin Emery, Lorraine Field, Patrick Fitzhugh, Kaaren-Lyn Graves, Jesús Love, Meghan McGilvra, Claudia Reilly, Alison Rapping, Jason Schaffner, and Sam Wolo

Opposed: None

Motion passed

3. Chair Update:

Board Chair Patrick Fitzhugh provided a Board Chair Update:

- Board Members were invited to participate in a Board-led volunteer opportunity to engage and serve food to the community at St. Vincent de Paul, tentatively scheduled for December 11. To register, reach out to Board Liaison Hayden Maynard for more information/details about all the volunteer opportunities shared.
 - Other volunteer opportunities include:
 - November: Neighborhood Ministries – Turkey Food/Boxes drive (Nov. 13&14) and YMCA – Annual Pancake Breakfast (Nov. 26)
 - December: Neighborhood Ministries – Christmas Fiesta (Dec. 5) and YMCA – 15th Annual Winter Spectacular (Dec. 19)
- ARIZONA@WORK City of Phoenix Business Services team hosted a veteran-focused job fair at the West Job Center. A total of 132 job seekers and eight employers participated in the event. The Mobile Career Unit was also onsite.
- The Board's Strategic Tracker was reviewed, and steering committees provide an update:
 - Board Member and Instill Hope Steering Committee Chair (IHSC) Karen Carter shared the committee coordinated two Community of Practice events focused on Artificial Intelligence and Semiconductor Industry. The committee is focused on planning future events.
 - Board Member and National Model for Mobility Steering Committee Chair (NMMSC) Meghan McGilvra shared that the committee is working on aligning/updating the actions of the

committee to their current skills first hiring initiative. NMMSC will be connecting with IHSC to collaborate on a future Community of Practice event to highlight employers engaged in the skills first hiring initiative.

- Board attendance was shared, and Board members were asked to inform Hayden in advance if they plan any absences.

Mavrick Knoles joined the meeting at 9:18 a.m.

Stephanie Rimmer joined the meeting at 9:20 a.m.

4. Title IB PY24 End of the Year Performance Update:

City of Phoenix Community and Economic Development Data Manager Justin West presented Program Year 2024 (PY24) performance outcomes report beginning July 1, 2024 through June 30, 2025.

Justin highlighted the five key performance indicators and provided a high level overview of each of the performance metrics and how each is achieved during the program year based on the performance time frames:

- Second Quarter Employment: Participants employed two quarters (approximately six months) after exiting the program.
- Fourth Quarter Employment: Participants employed four quarters (about a year) after exiting the program.
- Median Earnings: Participant's total quarterly earnings (approximately three months) during second quarter post-exit.
- Credential Attainment: Participants who earned a recognized post-secondary credential or secondary diploma a year post-exit.
- Measurable Skills Gain (MSG): Skills participants must obtain during each program year of enrollment and recorded in real-time.

Justin shared that the Adult, Dislocated Worker and Youth Program achieved and exceeded all metrics and targeted goals for PY24.

PY24 ADULT PERFORMANCE

Measure	Target	Actual
2 nd Quarter Employment	69.0%	75.7%
4 th Quarter Employment	66.0%	66.4%
Median Earnings	\$8,400	\$9,434.00
Credential Attainment	70.0%	75.2%
Measurable Skills Gains	71.0%	83.9%

Achieved	100% or more of Negotiated Value
Not Achieved	Below 100% of Negotiated Value

8

PY24 DISLOCATED WORKER PERFORMANCE

Measure	Target	Actual
2 nd Quarter Employment	73.0%	83.1%
4 th Quarter Employment	72.0%	79.7%
Median Earnings	\$10,000	\$14,304.00
Credential Attainment	66.5%	67.4%
Measurable Skills Gains	73.0%	89.7%

Achieved	100% or more of Negotiated Value
Not Achieved	Below 100% of Negotiated Value

9

PY24 YOUTH PERFORMANCE

Measure	Target	Actual
2 nd Quarter Employment	72.0%	76.7%
4 th Quarter Employment	72.0%	76.8%
Median Earnings	\$6,000	\$6,596.00
Credential Attainment	56.0%	64.1%
Measurable Skills Gains	62.0%	66.1%
Work Experience %	20%	27%*

Achieved	100% or more of Negotiated Value
Not Achieved	Below 100% of Negotiated Value

10

Justin shared the current PY25 performance metrics for each program as negotiated with the Department of Economic Security. He noted that the targeted performance measures for PY25 are slightly higher than PY24. Board Member Meghan McGilvra asked if the current enrollment goals for PY25 differ from the previous year. The PY24 Enrollment slide and PY25 Enrollment Targets slides were reviewed, which showed an increase in the total number of enrollments set for the current program year. Board Members Stephanie Rimmer and Alison Rapping acknowledge and recognized program staff their work and achieving the performance metrics.

5. ARIZONA@WORK City of Phoenix Fiscal Report Update:

City of Phoenix Accountant III Luis Marquez, City of Phoenix Deputy Economic Development Director Wathsna Sayasane, and City of Phoenix Economic Development Budget Supervisor Gustavo Nava presented a Board Fiscal Update. Luis introduced himself and shared that he recently joined the City of Phoenix and will be the primary accountant for the Workforce Innovation and Opportunity Act (WIOA).

Luis shared the Workforce Innovation and Opportunity Act (WIOA) allocations for PY25/FY 26:

Program	PY23/FY24	PY24/FY25	PY25/FY26
Youth	\$ 3,452,479	\$ 3,019,286	\$ 2,484,997
Adult	3,261,133	2,870,413	2,351,843
DW	3,204,419	2,936,887	2,813,028
RR	100,000	490,080	195,997
Admin	1,102,004	980,732	849,986
Total	\$ 11,120,035	\$ 10,297,398	\$ 8,695,851

Additionally, he shared the change in allocation over the previous three years. Since PY22/FY23, funding has decreased by \$5,305, 259, which is a decrease of 37.89%.

Luis also shared information about FY24-25 Youth Workforce Programs. Youth Workforce fundings include:

Workforce Youth Program	Providers	Source of Funds	Budget Allocation	Performance Period	Expenditures*	
Elevate EdAZ	<ul style="list-style-type: none"> Greater Phoenix Chamber Foundation 	Strategic Economic Development Funds (SEDF – Specialty Funds)	\$150,000	July 1, 2024 – August 31, 2025	\$150,000	
Summer Youth	<ul style="list-style-type: none"> YMCA Neighborhood Ministries 	General Fund	\$250,000	May 2025 – June 2025	\$368,750	
		JP Morgan Chase (philanthropic grant funds)	\$118,750			
WIOA	<ul style="list-style-type: none"> Chicanos por la Causa Jewish Family & Children’s Services Neighborhood Ministries YMCA 	WIOA (Fund 1857 and 1879)	\$3,332,555	July 1, 2024 – June 30, 2025	\$2,355,984 <i>(\$866,925 open POs)</i>	
		<i>WIOA Youth-In</i>				<i>\$664,730</i>
		<i>WIOA Youth-Out</i>				<i>\$1,691,254</i>
Total Youth Expenditures					\$2,874,734	

Gustavo shared additional information about the FY24-25 Workforce fundings for the Mobile Career Unit, AZ Quest, Adult, and Dislocated Worker programs included:

FY2024-25 Other Workforce Programs					
Program	Providers	Source of Funds	Budget Allocation	Performance Period	Expenditures
Mobile Career Unit (MCU)	City of Phoenix	Bloomberg Philanthropies Global Mayors Challenge	\$1,000,000	July 1, 2022 – June 30, 2025	\$1,000,000
AZ Quest	City of Phoenix	U.S. Department of Labor/AZ Office of Economic Opportunity	\$5,037,547	September 26, 2022 – September 30, 2025	\$4,022,598 <i>(\$2,205,707 for Training & Support Services)</i>
WIOA • Adult • DW • RR	City of Phoenix, Human Services Department	WIOA (PY23/FY24 and PY24/FY25)	\$5,735,322	July 1, 2024 – June 30, 2025	\$5,654,074
		<i>PY23/FY24</i>	<i>\$3,619,572</i>		<i>\$3,657,681</i>
		<i>PY24/FY25</i>	<i>\$2,115,750</i>		<i>\$1,996,393</i>

DRAFT

Additionally, he shared the actual expenditures for each program and forecast for the current program year:

Workforce Innovation and Opportunity Act Grant Status

Activity by Program	2024-25			2025-26		
	Grant Awards	Actuals	Variance	Forecast	Forecast	Variance
TOTAL	11,330,027	11,899,495	(569,468)	8,695,851	10,008,887	(1,313,036)
Adult	2,870,413	5,110,396	(2,239,983)	2,351,843	5,346,714	(2,994,871)
Dislocated Worker	2,936,887	196,101	2,740,786	2,813,028	167,769	2,645,259
Rapid Response	490,080	347,578	142,502	195,997	287,263	(91,266)
AD/DW/RR Total	6,297,380	5,654,075	643,305	5,360,868	5,801,746	(440,878)
Youth - In School	754,822	869,924	(115,102)	621,249	740,317	(119,068)
Youth - Out of School	2,264,464	2,407,326	(142,862)	1,863,748	2,209,476	(345,728)
Youth Total	3,019,286	3,277,250	(257,964)	2,484,997	2,949,793	(464,796)
Administration	980,732	525,468	455,264	849,986	1,257,348	(407,362)
Total WIOA	10,297,398	9,456,793	840,605	8,695,851	10,008,887	(1,313,036)
Admin - General Fund	1,032,629	910,803	121,826	-	-	-
Cost Pool	-	30,938	(30,938)	-	-	-
AZ Quest	-	1,500,961	(1,500,961)	-	-	-
Total Other	1,032,629	2,442,702	(1,410,073)	-	-	-

Expenditures by Character	2024-25	2025-26
	Budgetary Actuals	Forecast
TOTAL	11,899,496	10,008,886
Personal Services	5,989,799	5,659,242
Contractual Services	5,728,420	4,908,271
Commodities	48,093	96,502
Capital Outlay	-	-
Internal Charges and Credits	233,293	(655,129)
Other Expenditures and Transfers	(100,109)	-

Wathsna asked Board Members if they had any questions about FY24-25 Other Workforce Program expenditures. Board Member Daniel Barajas asked if they were working on a services impact projection as it relates to the number of students served due to the decrease in funding. Wathsna said a budget report will be presented to the Board in January to help them prepare for the next fiscal year. The report will also help determine what actions are needed to prevent any problems due to decrease in funding allocations. Board Member Jesús Love asked about the negative \$1.3 million net variance identified and how the deficit will be satisfied. Gustavo shared that there is a \$5 million carryover that will satisfy the deficit which has historically occurred in previous fiscal years. He noted that they will need to be more strategic with the future projections to ensure the funds are balanced. Board Member Alison Rapping asked if there were any issues with services providers being reimbursed due to the government shutdown. LaSetta said that there were no issues with reimbursing the services providers. Alison also shared that she would like to be part of the Board's planning process in anticipation of the changes in federal funding for workforce

programs.

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 June 30, 2025 was made by Board Member Christian Bearden and seconded by Board Member Daniel Barajas.

Approved: Karen Carter, Lorraine Field, Patrick Fitzhugh, Kaaren-Lyn Graves, Mavrick Knoles, Ginger Lane, Meghan McGilvra, Brandon Ramsey, Claudia Reilly, Alison Rapping, Stephanie Rimmer, Jason Schaffner, and Sam Wolo.

Abstained: Jesús Love

Opposed: None

Motion passed

6. Title II PY24 Performance Update:

Board Member Jesús Love presented on the Title II – Adult Education Programs, a core workforce partner of the Workforce Innovation and Opportunity Act (WIOA) program. The Adult Education program offers comprehensive education and training services to students who are 16 and older and not enrolled in a K-12 school. He shared the program's services:

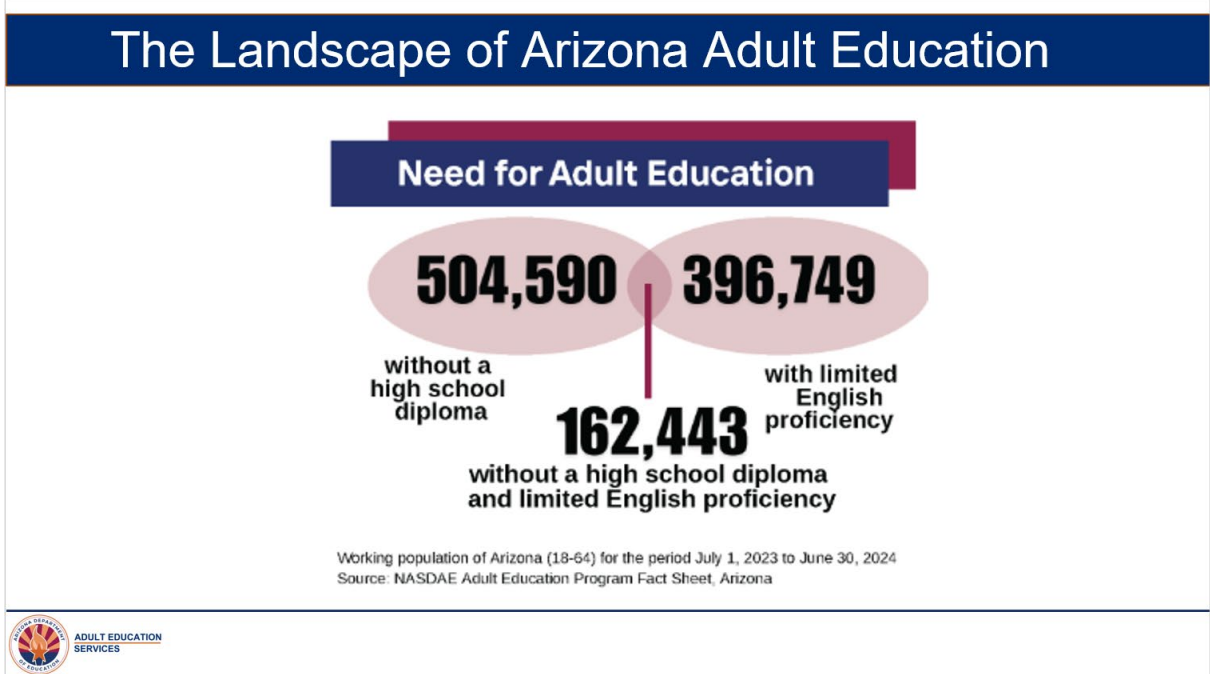
Title II Programs

Adult Education – **What Do We Do?**

- Adult Basic/Secondary Education (ABE/ASE) Classes
- GED® Preparation
- High School Equivalency (HSE) diploma
- English Language for Speakers of Other Languages (ESOL) Classes
- Workforce Preparation
- U.S. Civics – Integrated English Literacy and Civics Education (IELCE)
- Digital Literacy
- Integrated Education and Training (IET)







Jesús shared the significant need for adult education in Arizona, due to over half a million adults without a high school diploma and nearly 400k with limited English proficiency.



He also shared the performance metrics for Fiscal Year 2024 for all the Adult Education Providers: Arizona Center for Youth Resources (ACYR), Friendly House, Literacy Phoenix and Rio Salado College Adult Education. He noted that 378 high school equivalency diplomas were earned, 852 earned an industry-recognized credentials, adults who increased their fluency levels is an equivalent of to two school years and cost per participant \$1,347.

City of Phoenix Workforce Area Title II Outcomes

Title II Service Provider(s):		4 th Quarter Report, Cumulative July 1, 2024 – June 30, 2025	
-Arizona Center for Youth Resources -Friendly House -Literacy Phoenix -Rio Salado College Adult Education    	Total Number of Qualified Participants Individuals with 12 or more hours of contact	6,943	
	Number of Newly Enrolled Students (registered on or after April 1 st) <i>Includes all reportable students</i>	960	
	Number of Basic Education and Literacy students	2,546	
	Number of English Language Learners	4,397	
	Number registered for Integrated Education and Training (IET) classes	2,238	
	Number of high school equivalency (HSE) diplomas earned	378	
	Number of Educational Functioning Level advancements made	3,478	
	Number of Industry Recognized Credentials Earned through Integrated Education and Training (IET)	852	
	Total Number Measurable Skill Gains (MSG) earned	5,115	
	Measurable Skill Gain Rate	57.97%	
Total Number of Instructional Hours	633,391		



* = Values less than or equal to 12 have been redacted.
All data refers to qualified participants unless otherwise noted. A qualified participant is an individual with at least 12 hours of contact. A reportable individual is an individual who has taken action that demonstrates an intent to use program services and who meets specific reporting criteria of an AETLA program.
NOTE: Data provided is preliminary and is intended for information only. Final data will be available after approval by the U.S. Department of Education, Office of Career, Technical, and Adult Education (OCTAE).

Additionally, he shared a video of success story of a 2023 graduate who overcame personal adversities, earned her GED and advanced in her career as an executive chef, demonstrating the program's potential to change lives.

7. Summer Youth R.I.S.E. and ElevateEdAZ Update:

ARIZONA@WORK City of Phoenix Workforce Development Supervisor Rebecca Tierney presented an overview of the Summer Youth R.I.S.E. performance outcome report for summer 2025. The Summer Youth Work Experience program was started in 2006. In 2014, it was renamed Phoenix Youth RISE. In 2018, the City was invited to apply for additional funding through JP Morgan Chase, currently at \$125,000. The City of Phoenix Parks Foundation is responsible for managing the funding. Neighborhood Ministries and YMCA - Maryvale are the current contractors for the program. For 2025, the Summer Youth R.I.S.E program is incorporated into the Youth Program contract. She also shared two youth success stories about how they gained confidence and developed professionally through their work experiences.

Rebecca shared program’s contract management responsibilities and youth service provider roles and responsibilities including the program impact:

Youth Service Providers

Click to edit Subtitle

- 274 applications received
- 148 youth participants
- 141 successful completions:
 - 95% success rate
- 61 employers hosted



NEIGHBORHOOD
MINISTRIES



58

PHOENIX IS HOT

InvestInPhoenix.com

Additionally, she shared the final program summary and noted that 12 employers expressed interest in becoming Work Experience employers for the Youth Program:

Youth Service Providers

Click to edit Subtitle

- 274 applications received
- 148 youth participants
- 141 successful completions:
 - 95% success rate
- 61 employers hosted



NEIGHBORHOOD
MINISTRIES



58

PHOENIX IS HOT

InvestInPhoenix.com

Rebecca also provided an update on the ElevateEdAZ program. The program was started in 2020 by the Greater Phoenix Foundation to enhance educational opportunities and workforce readiness for youth in the Phoenix area.

Additionally, the program's performance metrics were reviewed:

Performance Metrics

Program Year 24-25

<u>Metric</u>	<u>Goal</u>	<u>24/25 Outcomes</u>	<u>% Change</u>
Increase in HWHD Pathway Enrollment	4,201	3,624	-5.1%
Increase in HWHD Pathway Completion	1,734	1,956	24.1%
Increase in Industry Recognized Credential Attainment	2,182	2,291	26.5%
Increase in Dual Enrollment Completion	2,027	2,410	21.7%

64

PHOENIX IS HOT

InvestInPhoenix.com

Performance Metrics

Program Year 24-25

<u>Metric</u>	<u>Goal</u>	<u>24/25 Outcomes</u>	<u>% Change</u>
WBL Experiences: Internships	20 per school	115	27.8%
WBL Experiences: Job Shadows	60 per school	902	88.7%
WBL Experiences: Career Awareness Activities	1,000 per school	43,318	143.7%
Educator Externships	5 per school	57	26.7%

65

PHOENIX IS HOT

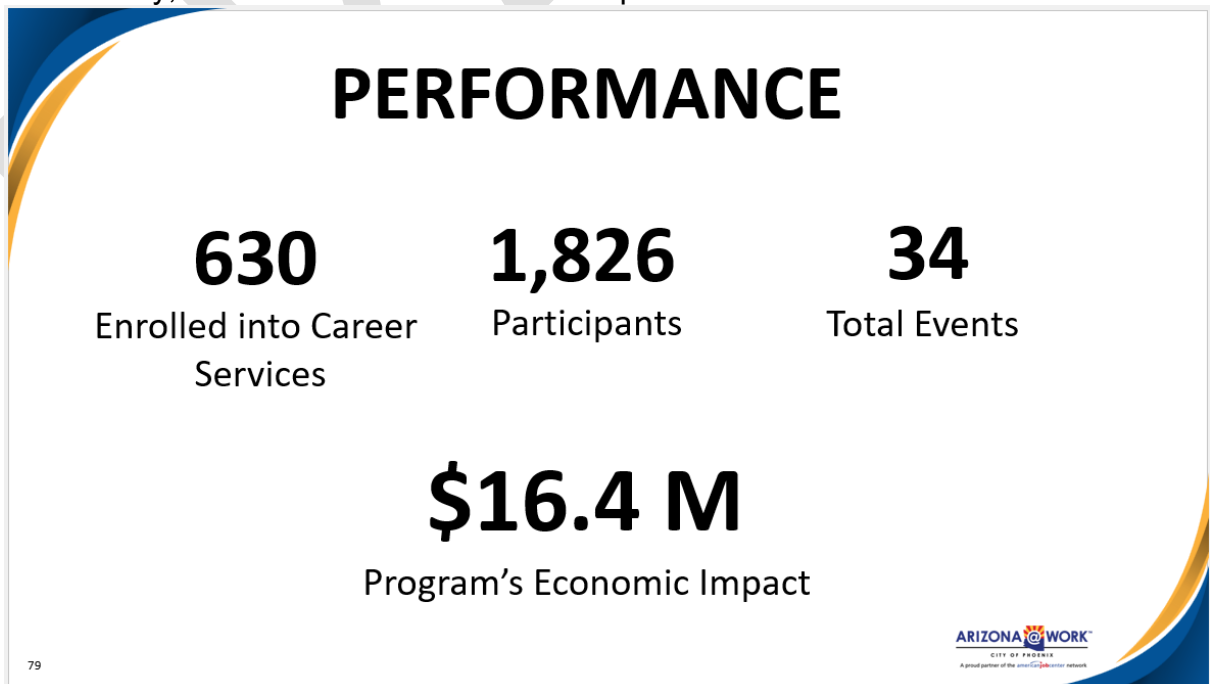
InvestInPhoenix.com

Board Member Stephanie Rimmer asked Rebecca to why there was an increase in career awareness activities and if a new program was added. Rebecca said that no new programs were added, and the increase is due to the large career awareness fairs.

8. Mobile Career Unit Update:

ARIZONA@WORK City of Phoenix Project Management Assistant Brenda Urquidi shared an update about the Mobile Career Unit (MCU). The MCU was awarded the Global Mayor’s Challenge through Bloomberg Philanthropies. It was designed to connect job seekers with employers and convert these connections into job offers on the spot. Phoenix was one of 15 cities globally recognized in this initiative. During the pilot phase, the program held pop-up hiring events across Phoenix. Initially, participation was low which prompted the team to collect data and analyzed all the factors such as event timing, frequency, and outreach. This resulted in the team implementing a consistent event schedule, holding events bi-weekly at set locations in partnership with libraries and nonprofits, resulting in an increase in participation. They also introduced a tiered job model to cater to various skill levels (entry, mid and high levels). The model then shifted to increasing the average hiring wage by partnering with employers who had openings for mid to high level positions. In February 2025, the MCU held a ribbon cutting event and debuted its RV fully equipped with technology to host hiring events. Brenda also shared a success story of a job seeker who attended a MCU hiring event and has been gainfully employed for about two years. Vice-Chair Brandon Ramsey asked how the Board can support the MCU. Brenda said the Board can support the MCU by spreading awareness, connecting them to hiring employers, and hosting a hiring event. Board Member Stephanie Rimmer asked if the MCU can offer childcare during the hiring events. Brenda said that although childcare is not offered, parents are not discouraged from participating/attending the event.

Additionally, she shared the MCU’s to-date performance metrics:



9. Apprenticeship Update:

ARIZONA@WORK City of Phoenix Operations Manager Deb Furlong Deb presented on Apprenticeships programs and highlighted the training model structure that combines 144 hours of classroom instruction and 2,000 hours of On-the-Job training work experience for every year of an apprenticeship program that follows industry standards. She also shared the value of Apprenticeships for employers, a strategic tool to build a skilled workforce that enhances employee retention yielding a higher return on investment. For apprentices, both classroom instruction and hands-on training eases entry into the workforce, while earning industry-recognized certifications such as journeyman cards that have national and international recognition. In 2024, Phoenix became a workforce hub and partnered with TSMC Arizona, Maricopa County Community College District, and Northern Arizona University to develop apprenticeship programs, including Industrial Maintenance Facilities Technicians, Equipment Technicians, and Process Technicians. These programs range from one to three years and focus on practical and classroom training. The City aims to build stackable apprenticeship models and increase collaboration with employers and educational partners to deliver comprehensive certifications. Recruitment for future cohorts is planned for 2026.

10. Call to the Public:

- Executive Board Director LaSetta Hogans acknowledge and recognize Board Member Jesús Love for his work in adult education and for promoting an adult literacy event at a recent community event. Jesús invited board members to become adult education ambassadors by sharing Title II Adult services to their networks.
- Board Member Stephanie Rimmer recognized ARIZONA@WORK City of Phoenix Operations Manager Deb Furlong and team for their hard work and dedication to the programs.

11. Future Agenda Items:

- Board Member Alison Rapping asked the Board to discuss the future of workforce funding as the federal government shifts how awards are distributed/awarded.
- Board Member Jesús Love asked for ongoing updates on TSMC's impact on Phoenix, such as job creation versus jobs brought from overseas, and economic improvement for residents (average wages).
- Board Member Daniel Barajas asked the Board to discuss how less funding will impact program services available to participants. Board Member Stephanie Rimmer invited board members to join the Align Investment Steering Committee to discuss solutions for the future of

workforce funding.

12. Adjournment:

PBWD Board Chair Patrick Fitzhugh adjourned the meeting at 10:37 a.m.

DRAFT

Memorandum

To: Phoenix Business and Workforce Development Board

Thru: LaSetta Hogans, Board Executive Director
Phoenix Community and Economic Development

From: Gustavo Nava, Department Budget Supervisor
Phoenix Community and Economic Development

Subject: **Board Fiscal Update**

Date: January 8, 2026

Purpose

This memorandum provides the Board with:

1. A summary of the proposed FY 2025–2026 Workforce Innovation and Opportunity Act (WIOA) budget;
2. A multi-year forecast of grant balances through FY 2027–2028; and
3. Two recommended actions to align funding with current labor market conditions while maintaining long-term fiscal sustainability.

Current Year Budget

The FY 2025–2026 WIOA budget totals \$10.0 million, allocated across the following program areas:

- Adult, Dislocated Worker, and Rapid Response programs: \$5.8 million
- Youth programs: \$2.9 million
- Administration: \$1.3 million

The budget is supported by grant allocations of \$8.7 million from the current fiscal year and \$5.2 million that remained from the prior fiscal year.

Several factors contribute to the stability of the current-year budget:

- WIOA allocations are provided annually by the Arizona Department of Economic Security (AZDES) and allow a two-year expenditure window, providing flexibility in managing the timing of expenditures.
- An AZ QUEST grant awarded by the U.S. Department of Labor offset approximately \$700,000 in personnel costs, reducing reliance on WIOA funding.

In addition, the budget includes \$82,000 in IT equipment expenditures for laptops and technology replacements as part of a planned five-year replacement cycle. The next scheduled replacement is anticipated in FY 2031. The budget also reflects the addition

of the Mobile Career Unit RV, which was incorporated into the current fiscal year budget after the completion of the Bloomberg Philanthropies Grant.

Multi-Year Grant Balance Forecast

The ending grant balance at the end of each year is the metric used to assess the sustainability of the grant. The multi-year forecast presented is intended to inform future Board discussions and does not assume that balances would be allowed to decline to this level without corrective action.

The multi-year forecast assumes that current funding levels and expenditure patterns remain unchanged (with adjustments for inflation) and does not include additional measures to enhance long-term sustainability. Under these assumptions, the program remains adequately funded in the near term; however, projected balances decline beyond FY 2026–2027, signaling emerging structural constraints.

While this trend does not indicate immediate fiscal distress, it underscores the importance of:

- Continued expenditure discipline;
- Ongoing monitoring of enrollment trends and cost drivers; and
- Early policy discussions regarding future service levels, funding strategies, and contingency planning should federal allocations decline or service demand increase.

Recommended Board Actions

Staff respectfully recommends the Board take the following actions:

1. **Authorize the transfer of \$2,650,000 from the Dislocated Worker Program to the Adult Program**, as permitted under WIOA. This adjustment will better align funding with current labor market demand and service utilization while ensuring the ability to meet Dislocated Worker service requirements.
2. **Approve the FY 2025–2026 WIOA budget** as presented.

Next Steps

Staff will return to the Board with updated projections and any recommended policy or budget adjustments for Board consideration. Upon Board approval, staff will implement the authorized fund transfer. Board staff will also continue coordination with the City Manager's Office, DES, and federal partners, and monitor expenditures against grant balances throughout the year.

For questions, please contact:

LaSetta Hogans, Board Executive Director

Email: lasetta.hogans@phoenix.gov

Memorandum

To: Phoenix Business and Workforce Development Board

From: LaSetta Hogans, Executive Director

Subject: Transfer of Funds Memo

Date: January 7, 2026

Purpose

The purpose of this memo is to provide information to the Phoenix Business and Workforce Development Board (Board) regarding Workforce Innovation and Opportunity Act (WIOA) Transfer of Funds requests.

Background

WIOA allows the transfer of funds between the Adult and Dislocated Worker funding streams to maximize customer service and provide Local Workforce Development Boards with greater flexibility to provide services in the areas of greatest need. Under WIOA Section 133(b)(4), up to 100 percent of funds allocated to Title I Adult and Dislocated Worker programs may be transferred between these two streams. Transfers to and from the Youth program are not permitted.

Process for Requesting a Transfer

- The Board must provide specific rationale to support any transfer request.
- The program from which funds are being transferred must maintain a positive balance (cannot be \$0).
- Once approved by the Board, the Board Director and Board Chair must complete the Transfer of Funds Request Form and submit it to the Arizona Department of Economic Security (ADES).
- ADES will review the request and issue written approval or denial within 30 days.
- All requests are subject to the “Sunshine Provision” of WIOA Section 107E.

Next Steps

A Transfer of Funds Request will be considered by the Board on Thursday, January 8, 2026.

For questions, please contact:
Hayden Maynard, Board Liaison
Email: hayden.maynard@phoenix.gov

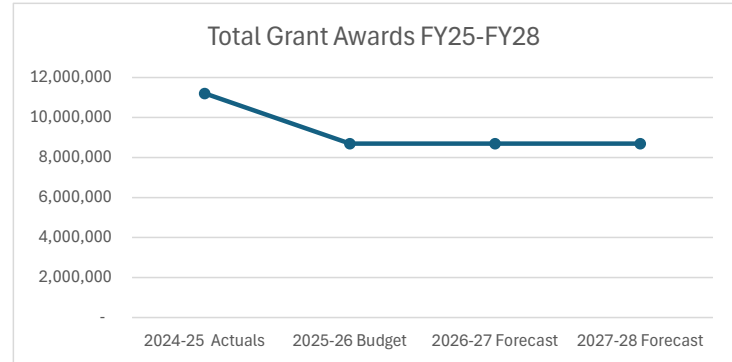
Workforce Innovation and Opportunity Act Fiscal Year 2025-2026 Budget

	ADMIN	ADULT/DW	RAPID RESPONSE	YOUTH	TOTAL WIOA
Direct Client Services					
OTA's	\$ -	\$ 111,000	\$ -	\$ 570,965	\$ 681,965
Support Services	-	444,000	-	224,187	668,187
OSO - IRC	-	432,960	-	117,040	550,000
WEX	-	-	-	546,943	546,943
OJT	-	445,000	-	-	445,000
IWT	-	-	-	-	-
Total Direct Client Services	-	1,432,960	-	1,459,135	2,892,095
Youth Administration Services					
Youth Administration Services	-	-	-	1,355,199	1,355,199
Total Youth Administration Services	-	-	-	1,355,199	1,355,199
Personnel					
Personnel	812,928	3,758,492	287,263	123,147	4,981,830
Total Personnel	812,928	3,758,492	287,263	123,147	4,981,830
Non-Personnel					
Auditing Services	129,000	-	-	-	129,000
Building Rental	-	145,630	-	-	145,630
Consultants and Professional Services	168,500	9,662	-	2,612	180,774
IT Equipment	85,375	92,510	-	5,116	183,001
Memberships	12,000	4,100	-	-	16,100
Fleet Expenses - MCU RV	-	14,362	-	3,883	18,245
Office Expenses	3,395	25,416	-	64	28,875
Telecommunications	300	30,524	-	638	31,462
Travel/Training	41,250	343	-	-	41,593
Other Administrative	4,600	482	-	-	5,082
Total Non-Personnel	439,820	322,547	-	12,313	774,680
Total FY25-26 Budget	\$ 1,257,348	\$ 5,514,482	\$ 287,263	\$ 2,949,794	\$ 10,008,886

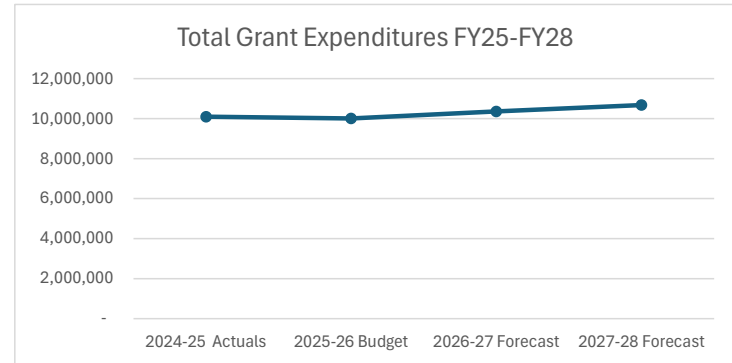
The budget as presented is funded from two WIOA allocations. This includes \$5,153,566 of remaining carry-over funding from last year's grant allocation (Program Year 2025/Fiscal Year 2026) and \$8,695,851 that was allocated for the current year (Program Year 2025/Fiscal Year 2026).

January 8, 2026 WIOA Board Forecast Report

Grant Awards by Program	2024-25	Current Year		
	Actuals	2025-26 Budget	2026-27 Forecast	2027-28 Forecast
TOTAL	11,208,201	8,695,851	8,695,851	8,695,851
Admin - General Fund	910,803	-	-	-
Administration	980,732	849,986	849,986	849,986
Adult	2,870,413	2,351,843	2,351,843	2,351,843
Dislocated Worker	2,936,887	2,813,028	2,813,028	2,813,028
Rapid Response	490,080	195,997	195,997	195,997
AD/DW/RR Combined	6,297,380	5,360,868	5,360,868	5,360,868
Youth - In School	754,822	621,249	621,249	621,249
Youth - Out of School	2,264,465	1,863,748	1,863,748	1,863,748
Youth Combined	3,019,286	2,484,997	2,484,997	2,484,997



Expenditures by Program	2024-25	2025-26	2026-27	2027-28
	Actuals	Budget	Forecast	Forecast
TOTAL	10,102,791	10,008,887	10,363,170	10,679,246
Admin - General Fund	910,803	-	-	-
Administration	525,467	1,257,348	1,099,221	1,153,083
Adult	5,008,306	5,346,714	6,262,743	6,520,617
Dislocated Worker	192,449	167,769	199,127	208,885
Rapid Response	347,577	287,263	297,106	311,664
AD/DW/RR Combined	5,548,331	5,801,746	6,758,976	7,041,166
Youth - In School	825,831	740,317	623,801	621,249
Youth - Out of School	2,292,359	2,209,476	1,881,172	1,863,748
Youth Combined	3,118,190	2,949,793	2,504,973	2,484,997



Ending Grant Balances by Program	2024-25	Forecasted	2026-27	2027-28
	Actuals	2025-26	Forecast	Forecast
TOTAL	5,153,566	4,018,036	2,350,717	367,322
Admin - General Fund	N/A	N/A	N/A	N/A
Administration	545,199	137,837	(111,398)	(414,495)
Adult	4,047,509	3,729,937	2,469,036	950,262
Dislocated Worker	83,178	79,051	42,952	(2,905)
Rapid Response	142,501	51,235	(49,874)	(165,541)
AD/DW/RR Combined	4,273,188	3,860,223	2,462,114	781,816
Youth - In School	86,093	2,552	-	-
Youth - Out of School	249,086	17,424	-	-
Youth Combined	335,179	19,976	-	-

