



HYBRID MEETING

**Phoenix Business and Workforce Development Board
Executive Leadership Meeting
April 9, 2026
9:00am – 10:30am MST**

Location: Phoenix City Hall | 200 W. Washington St., 20th Fl, Phoenix, AZ 85003

Meeting Information:

CALL IN: +1-415-655-0001 | Access Code: 2632 502 0688

Webex Meeting Link:

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

1. Call to Order/ Roll Call

The Executive Leadership Committee (ELC) Chair, Patrick Fitzhugh, will call the Phoenix Business and Workforce Development Board (Board) ELC meeting to order. Roll call will be completed by Board Staff to ensure a quorum is present.

2. Executive Leadership Committee February 12, 2026 Meeting Minutes

(See Attachment 2.A – 02/12/2026 Executive Leadership Committee Minutes)

The February 12, 2026 Executive Leadership Committee meeting minutes are recommended for review and approval.

RECOMMENDATION: This item is for information and approval.

3. Chair Updates

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.

RECOMMENDATION: This item is for information and discussion.

4. Committee Chair Updates

Committee members will share Steering Committee updates, including action items and opportunities for Phoenix Business and Workforce Development Board (Board) Members to support Board Strategic initiatives.

RECOMMENDATION: This item is for information and discussion.

5. ARIZONA@WORK City of Phoenix Work Based Learning Policy Updates (See Attachments 5.A & 5.B)

ARIZONA@WORK Project Manager James Montoya will review recommended changes to ARIZONA@WORK City of Phoenix Work Based Learning Policies, reflecting updates to align with Arizona Department of Economic Security's Workforce Innovation and Opportunity Act policy, including public comment and Board response.

The following policies will be considered:

- 600.604: Incumbent Worker Training
- 600.65: On-the-Job Training

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

6. Board Member Directory and Member Engagement (See Attachment 6.A)

ELC Chair Patrick Fitzhugh will present a new Board Member Directory containing key member information to support project collaboration. The ELC will discuss opportunities to use this directory to strengthen committee work and enhance overall Board member engagement.

RECOMMENDATION: This item is for information and discussion.

7. Call to The Public & Open Discussion **8. Matters for Future Discussion** **9. Adjournment**



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

Committee Members Present:

Karen Carter
Patrick Fitzhugh (Chair)
Scott Holman
Meghan McGilvra
Brandon Ramsey (Vice-Chair)

Pearl Chang Esau
Stephanie Rimmer
Jason Schaffner
Sam Wolo

Public Attendees:

Gregg Bach
Erica Bennett
Sara Contreras
Dominic Cota
Diana Figueroa
Thomas Flynn
Matalie Hastings
Mari Hicks
LaSetta Hogans
Al Jernigan
Eric Johnson
Christina Lira
Delsy Maldonado
Luis Marquez

Hayden Maynard
James Montoya
Gustavo Nava
Jovanna Parkhouse
Angie Parra
Demitria Robles
Wathsna Sayasane
Amy Schofield
Rebecca Tierney
Brenda Urquidi
Ariadna Valentin
Stephanie Varela
Justin West
Laura Whitehead

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

1. Call to Order/ Roll Call and Introductions:

The Phoenix Business and Workforce Development Board (Board) Executive Leadership Committee (ELC) Chair Patrick Fitzhugh called the February 12, 2026 Phoenix Business and Workforce Development Board (Board) ELC Meeting to order at 9:00 a.m. Roll call was completed with a quorum of six members in attendance.

ELC Member Scott Holman joined the meeting at 9:01 a.m.

ELC Member Meghan McGilvra joined the meeting at 9:02 a.m.

2. Approval of Minutes for ELC October 16, 2025 Meeting Minutes:

A motion to approve the October 16, 2025 Board Meeting Minutes was made by ELC Member Karen Carter and seconded by ELC Member Sam Wolo.

Approved: Patrick Fitzhugh (Chair), Pearl Chang Esau, Scott Holman, Meghan McGilvra, Brandon Ramsey (Vice-Chair), and Pearl Chang Esau.

Opposed: None

Motion passed

3. Board Chair Updates:

ELC Chair Patrick Fitzhugh shared his Board Chair update. The Board Chair highlights included:

- Board Members will have an opportunity to contribute to the development of the Board's 2026-2029 Strategic Plan to help address the needs of employers at the strategic planning sessions scheduled for May 18 and 19. More information and resources prior to the in-person sessions will be shared. All members are encouraged to attend.
- Wallin Gustin with Arizona Department of Economic Security was appointed to the Board last month. He will be representing Title III on the Board.
- Boys and Girls Club is looking for volunteers for their upcoming speed networking session. Board Liaison Hayden Maynard will be sending the information once the date has been confirmed.
- Board attendance was shared and reviewed. Patrick thanked Board Members for their engagement and commitment.

4. Board Steering Committee Updates:

- ELC Member and Instill Hope Steering Committee Chair (IHSC) Karen Carter shared the next Community of Practice convening is scheduled for Thursday, February 26 at Paradise Valley Community College. The event will be focused on Business Services. The next two Community of Practice events are being planned in collaboration with Bloomberg Philanthropies and scheduled for April and June. IHSC Vice-Chair Jason Schaffner encouraged Board Members to attend and support the Community of Practice event.
- ELC Member and National Model for Mobility Steering Committee (NMMSC) Chair Meghan McGilvra shared that the committee reviewed a draft of a career pathway infographic that includes starting wages, training and education costs, and training provider information and other information for participants to understand career pathways.

NMMS Vice-Chair Scott Holman shared that the document provides detailed information and is easy to use. Patrick asked if this information can be shared at a Community of Practice event. Meghan said that is the goal and part of the single-front door (open access) to create/map out different careers. She shared that in the future the committee can focus on mapping out a career pathway that aligns with a Community of Practice event.

5. 300.301 – Youth Program Policy Updates:

Board Liaison Hayden Maynard shared the revisions made to the Youth Program policy. The recommended policy revisions were made to align with the Arizona Department of Economic Security (DES) policy. Some of the revision highlights include:

- Additions include clarifying language for:
 - Co-enrollment with WIOA Adult and Dislocated Worker services and other ARIZONA@WORK partners
 - Defined internships and job shadowing
 - Require Work Experiences (WEX) to meet State or federal minimum wage requirements, whichever is higher
 - Any medical information/records must be protected
 - Defined homeless youth or runaway youth
 - Clarify no geographical boundaries in Arizona for services provided in the state

ELC Member Karen Carter asked what WEX is. ARIZONA@WORK City of Phoenix Workforce Development Supervisor Rebecca Tierney said that WEX is a paid internship. Youth are placed at various work sites where they complete 320 hours of work experience.

- Removals include:
 - Individual Service Strategy must remain open in Arizona Job Connection until all planned services are completed
 - Requirement for Youth Workforce Development Supervisor to approve WEX agreements. Providers are responsible for their own internal program controls.
 - Additional revisions include updating links and grammar to ensure clarity.

Hayden shared the policy revisions were open for public comment from January 24 to February 4, 2026. No comments were received.

ELC Member Stephanie Rimmer joined the meeting at 9:17a.m.

ELC Vice Chair Brandon Ramsey made a motion to adoption the recommended changes to 300.301 – Youth Program Policy and ELC Member Stephanie Rimmer seconded the motion.

Approved: Karen Carter, Pearl Chang Esau, Patrick Fitzhugh, Scott Holman, Meghan McGilvra, Jason Schaffner and Sam Wolo.

Opposed: None

Motion passed.

6. Strategic Plan Update:

Board Liaison Hayden Maynard provided an update about the development of the Board's 2026-2029 Strategic Plan. A timeline was shared to show activities planned for the development of the Strategic Plan. Hayden shared that a pre-survey was sent out in December 2025 to Board Members and Board staff to gauge the perception of the current plan and gather additional information that can be used in the planning sessions. A two-day strategic planning retreat is planned for May 18 and 19 at Terros Healthcare. The Strategic Plan is expected to be finalized and presented to the Board at the September 2026 meeting. ELC Member Stephanie Rimmer asked if there would be additional planning sessions and if a remote option would be available because she is unable to attend. Hayden shared there may be follow-up discussions about the development of the Implementation Plan, and Board consultant will be conducting interviews with Board Chair and Executive Director. Board Executive Director LaSetta Hogans said the goal is for the sessions to be in-person because of the planned hands-on activities. LaSetta said staff will work with the consultant to schedule a separate meeting with Stephanie.

Hayden reviewed the documents that will be used to develop the Strategic Plan include but not limited to the current 2023-2026 Strategic Plan, Small Business Roadmap, and Environmental Workforce Scan and Survey etc. Stephanie asked if these documents can be shared. Hayden said she is working with Board Chair Patrick Fitzhugh to send out these documents to Board Members prior to the planning sessions in May. ELC Member Meghan McGilvra asked if the Board could review the waivers that other local areas submitted to the state and how they are being used. LaSetta shared that the deadline to submit the waivers to the state has passed but they can share what Board staff submitted on behalf of the Board.

Additionally, Hayden concluded the presentation by sharing the outcomes the Board can expect at the conclusion of the planning sessions. They include Strategic Plan, Implementation Plan, visual tracker, meeting framework and stakeholder convening etc. Patrick asked if the Stakeholder convenings includes other local workforce areas to strategize on how they

can align the Board's Strategic Plan with the other local areas. Hayden said that it is possible to include other local areas. LaSetta shared she is working with Executive Board Directors from Pinal and Maricopa County on how they can align the local plans and Strategic Plans. Stephanie asked if the other local areas are also working on their own Strategic Plan. LaSetta shared that local plans are on the same timeline and they strategically collaborate when the Board updates the Strategic Plan (every three years). ELC Member Pearl Esau asked how the new guidelines, shared by Department of Labor/Education, in the use of WIOA funds at the state level impact the Board. LaSetta said there is no guidance from the state and asked Pearl if she could share the guidelines, to ensure it is the same information she has reviewed.

Lastly, Hayden shared the pre-survey results that will be used to develop the Strategic Planning session. ELC Member Sam Wolo asked if any examples can be shared about the feedback shared for "execution and accountability gaps." Hayden shared that since the responses were anonymous it is hard to follow-up, but these responses can be reviewed during the planning sessions.

7. Program/Fiscal Monitoring Update:

ARIZONA@WORK City of Phoenix Performance Compliance Manager Laura Whitehead provided a program monitoring update:

- Since July 1, 2025, three monitoring had been completed and include State, Advocate, Eligible Training Provider Programs and Board Recertification
- The seven pending/in progress monitoring include programmatic, contractual and programmatic, Rapid Response, Data Validation and Title 1A (Board) etc.
- Monitoring is subject to change due to a variety of factors such as new grants, and monitoring requirements
- Monitoring calendar 2026 includes an average of 16 to 20 monitorings

Board Chair Patrick Fitzhugh asked if Industry Skills is a new program. Laura shared that it's a new program. ELC Member Karen Carter asked if the monitoring/auditing results are shared with the Board. Laura shared the Patrick is copied in all the notifications and the team tracks all the results which are then shared/reported to the Board. Board Executive Director LaSetta Hogans also said that if Board Members wanted the monitoring reports/results can be shared if they would like. Karen said that would be great.

City of Phoenix Community Economic and Development Department Accountant III Luis Marquez provided a fiscal monitoring update:

- Overview of the Workforce Innovation and Opportunity Act (WIOA) – Title IB program services
- Purpose of fiscal review: ensure funds are used properly, compliance with federal and state regulations, identify risks and improve processes
- Information reviewed included: financial records (payroll), purchasing procedures and vendor selection is fair, and internal controls are recorded and documentation is maintained
- Arizona Department of Economic Security (DES) fiscal monitoring results for July 1, 2024 through June 30, 2025 exceeded expectations. No findings, observations or recommendations were reported
- Youth Providers were monitored by the contracted fiscal monitor from January 1 through December 31, 2024. No exceptions were reported.
- Upcoming fiscal monitoring activities include:
 - Youth Providers and One Stop Operator will be monitored by the contracted fiscal monitor on June 3, 2026
 - A one-time only internal review of the WIOA Adult and Dislocated Worker service provider will be conducted by City of Phoenix Community Economic Development Department Fiscal Agent
 - DES will conduct the next fiscal monitoring in fall of 2026 for the current fiscal (July 1, 2025 through June 30, 2026)

Luis noted that DES considers the City of Phoenix a very low-risk WIOA provider.

8. Call the Public and Open Discussion:

None

9. Future Agenda Items:

- ELC Member Stephanie Rimmer asked for an updated organizational structure of the Board and City of Phoenix. ELC Board Chair Patrick Fitzhugh asked for this information to also be shared during the strategic planning sessions.
- ELC Member Sam Wolo asked for a program overview/update to help employers connect to the Youth Program's Work Experience (WEX) program.

10. Adjournment:

The meeting adjourned at 9:59 a.m.



Memorandum

To: Executive Leadership Committee (ELC)
From: LaSetta Hogans, Executive Director, PBWD Board
Subject: ARIZONA@WORK PBWD Board Policy Updates
Date: April 3, 2026

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:

Training Services

600.605 – On-the-Job Training

Revisions were made to the ARIZONA@WORK City of Phoenix policies to align the policy more closely with the Arizona Department of Economic Security (DES) Training Services Policy or at Board staff suggestion.

These policies will be considered by the Executive Leadership Committee on April 9, 2026. However, if you have questions regarding the policies please contact Hayden Maynard, PBWD Board Liaison at hayden.maynard@phoenix.gov.

II. PURPOSE

Page 1: Removed language around training is reimbursed from the purpose section, this is described later in the policy and is redundant.

V. POLICY

Section A – Worker Criteria (Page 1-2): Revised points to ensure compliance with DES policy, including:

- Workers must be determined to be program-eligible under WIOA Title 1B;
- Standard identification documentation must be provided as required by ARIZONA@WORK City of Phoenix and in accordance with state guidance;
- Workers eligible under the Adult program must be eligible according to priority of service.
- Workers eligible under the Dislocated Worker program do not need to meet an income test;
- Training services must be delivered in a manner that maximizes consumer choice;
- Employment under OJT must be full-time (greater than or equal to 32 hours/week).



Section C. Business Criteria (Page 2): Added requirement that the employer must be located within Maricopa County.

Section C. Business Criteria (Page 2): Changed application requirements and employer agreements to bring the policy into closer alignment with DES Policy. Changes include:


- Written plan requirement that includes the job description and skills to be learned, milestones, and progress measures; and
- Clarifies that funds cannot be used to assist, promote, or deter union organizing; and that funds cannot be used to fill positions as a result of a labor dispute.

Section D.5. Occupational Eligibility (Page 3): Edited wage requirement to reflect current minimum wage requirements.

Section E. Employer Match (Page 4): Increased the maximum amount of funds per employee to \$5,000.

Section F. Contract Duration, Eligible Training Provider List Exemption and Employer Retention (Page 4): Added section that outlines the length of the contract, an exemption that ETPL be used for training, and noting that contracts will not be executed with employers that have exhibited a pattern of failing to retain OJT participants.

Section G. Performance Reports (Page 4): Added performance reports section that outlines that performance data will be collected quarterly, along with any confirmation of training completion and Title IB performance measures, including employment during the 2nd and 4th quarter after training is completed.

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	Revised Date: <u>03/23/26</u>	Section # & Title: 600 Training Services	
Phoenix Business and Workforce Development Board (approval authority)	Date Approved: 1.11.18	Subject # & Title: .605 On-The-Job Training (OJT)	

I. APPLICABILITY/SCOPE

This policy applies to services delivered through Workforce Innovation and Opportunity Act (WIOA) Title IB to Adult, Youth and Dislocated Worker program participants by staff and contracted providers of ARIZONA@WORK City of Phoenix.

II. PURPOSE

The On-the-Job Training (OJT) program is to successfully prepare an individual for long-term, unsubsidized employment by providing the knowledge or skills essential to meet the full and adequate performance of the job. ~~Training is provided under a contract with an employer who is reimbursed a percentage of the wage rate of the participant being trained while engaged in productive work in a job.~~ This policy provides administrative and operational guidelines to ensure workforce development staff delivering this service do so as part of a standardized practice.

III. BACKGROUND

On-the-Job Training (OJT) is training provided under a contract with an employer who is reimbursed a percentage of the wage rate of the participant being trained while engaged in productive work in a job. OJT is intended to successfully prepare an individual for long-term, unsubsidized employment by providing the knowledge or skills essential to meet the full and adequate performance of the job.

Section 20 CFR 680.700 of the Workforce Innovation Opportunity Act (WIOA) On-the-Job Training states the term "On-the-Job Training" means training by an employer that is provided to a paid participant while engaged in productive work in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of the occupation.
2. Provides reimbursement to the employer for the costs of providing the training and additional supervision related to the training.
3. Is limited in duration as appropriate to the occupation for which the participant is being trained.

IV. DEFINITIONS


N/A

V. POLICY

A. Worker Criteria

All individuals must be registered in Arizona Job Connection (AJC) and determined eligible prior to receiving training services. Training services are available to employed and unemployed individuals if after evaluation it is determined the participant:

1. Is living in the State of Arizona;
2. A new hire, working full-time with standard benefits offered to other employees of the hiring company.
3. Meet the Fair Labor Standards Act for an employer-employee relationship;
4. Is registered in Arizona Job Connection and determined program-eligible under WIOA Title I-B;

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5. Provide standard identification documentation required by ARIZONA@WORK – City of Phoenix (e.g., government-issued ID, SSN verification) consistent with state guidance.
6. Adults: Apply priority of service consistent with State/Local policy. Dislocated Workers (DW): Meet DW eligibility; no income test required.
7. Training services must be delivered in a manner that maximizes informed consumer choice.
8. Employment under OJT must be full-time (≥32 hours/week) as defined by local policy and include the standard benefits offered to other employees in the same classification
- ~~5. Provided a State of Arizona Identification such as a Driver's License;~~
- ~~6. Provided a copy of their social security card; and~~
- ~~7-9. Provided proof of total household income and that the income is below the current Lower Living Standard Income Level (LLSIL) or Federal Poverty Guidelines.~~

OJT contracts may be written for eligible existing workers under the following conditions:

1. The employee is not earning a self-sufficient wage as determined by Local Workforce Development Area (LWDA policy); and
2. The training relates to:
 - a) Introduction of new technologies;
 - b) Introduction to new production or service procedures; or
 - c) Upgrading to new jobs that require additional skills such as:
 - i. Workplace literacy; or
 - ~~ii. Other appropriate purposes identified by the LWDA or tribal entity.~~
 - ii. _____


B. On-the-Job Training and Registered Apprenticeship Programs

1. OJT contracts may be ~~written~~ developed with Registered Apprenticeship programs, or participating employers in the Registered Apprenticeship program, to cover the on-the-job training portion.
2. ITAs can be combined with on-the-job training contracts when placing participants into Registered Apprenticeship programs.
3. OJT contracts with Registered Apprenticeship programs should be consistent with other OJT requirements in this policy including those for existing workers.

C. ~~B.~~ Business Criteria

All businesses must be located and conducting business within the ~~State of Arizona~~ Maricopa County. Each business agrees to:

1. Complete an application and enter a contract with the City of Phoenix;
2. Adhere to applicable WIOA Title 1B administrative requirements per Section 683.000, as well as the nondiscrimination and equal opportunity provisions of the laws;
3. Employers must submit a written plan that includes:
 - a. Job description and skills to be learned;

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b. General employment competencies and occupation-specific skills;

c. Evaluation milestones and progress measures;

a.d. (d) Schedule indicating the estimated date of acquisition of each skill.


- ~~2.~~ Provide a Training Development Plan that identifies the training need and competencies that will be achieved for the individual selected to receive the training;
4. Not displace any currently employed workers (including a partial displacement such as a reduction in non-overtime work, wage, or employment benefits);
- ~~3.~~5. Not use funds to assist, promote, or deter union organizing; and not use funds to fill job openings as a result of a labor dispute.
- ~~4.~~6. Not Impair any existing contract for services or a collective bargaining agreement;
- ~~5.~~7. Employ the OJT candidate as a full-time, permanent employee, with the same benefits as any other current full-time employee;
- ~~6.~~8. Be available for City of Phoenix program monitoring on a scheduled basis;
- ~~7.~~9. Provide quarterly post-training reports, including information on the retention and/or promotions of trainees and the impact training made on the business, for one year after the completion of the training;
- ~~8.~~10. OJT contracts will not be provided to any company that has relocated within the previous 120 days of its application if the relocation has resulted in any employee losing his or her job at the original location;
- ~~9.~~11. Not procure, contract for, or incur costs to be paid from WIOA Title IB program funds prior to the start date, as determined by the date when all parties sign the contract;
- ~~10.~~12. Provide copies of a "Certificate of Completion" to the LWDA for everyone who successfully completes the prescribed training program. Such certificates must contain the individual's name and the class or course completed through training; and
- ~~11.~~13. May enter into a contract with a public non-profit agency, such as a local fire department or a board of education, as long as WIOA Title 1B section 680.700 through section 680.730 are met.

€D. Occupational Eligibility

Priority sectors which lead to employment opportunities enabling the participant to become economically self-sufficient and which will contribute to the occupational development and upward mobility of the participant, are given priority of service for contract implementation.

The maximum contract award per company is up to \$50,000 per fiscal year with an option for the City of Phoenix Business and Workforce Development Board to approve additional funds based on the organization's extraordinary ability to impact job seekers. The following items will be used in determining an organization's impact:

1. Number of new hires;
2. Jobs that are in demand in the City of Phoenix, preference given to core sector focuses;
3. Full-time positions, over 32 hours a week, hourly or salary, but not commission or piecework;
4. Provides the individual self-sufficiency;
5. Provides the individual a wage over ~~\$153.~~1500 per hour; and
6. Training introduces practical knowledge of new technologies or upgrading skills to new job that requires additional skills, or workplace literacy.

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DE. Employer Match

The City of Phoenix will reimburse the contracting company 50 percent of the hourly wages, not to exceed \$54,000, to industries in the City of Phoenix core sector focus.

Individuals with barriers to employment can be provided up to 75 percent of wage reimbursement to the employer under WIOA section 680.730 when considering the following factors:

1. The characteristics of the participants taking into consideration whether they are “individuals with barriers to employment,” as defined in WIOA sec. 3(24);
2. The size of the employer, with an emphasis on small businesses;
3. The quality of employer-provided training and advancement opportunities, for example if the OJT contract is for an in-demand occupation and will lead to an industry-recognized credential; and
4. number of employees participating, wage and benefit levels of the employees (both at present and after completion), and relation of the training to the competitiveness of the participant.

EF. Contract Duration, Eligible Training Provider List (ETPL) Exemption and Employer Retention

1. OJT contract duration must be limited to the period required for the participant to become proficient in the occupation, considering occupational skill requirements, the participant’s background.

2. OJT is exempt from ETPL eligibility requirements under WIOA guidance for select training services.

3. ~~Additional The City will not enter~~ OJT contracts will not be executed with employers that have exhibited a pattern of failing to retain OJT participants as regular employees with comparable wages/benefits.

G. Performance Reports


Performance data will be collected quarterly throughout the duration of the contract to ensure business customers are fulfilling their commitment to retain employees after completing the OJT program. Tracking will include variables defined in the application form including:

1. Confirmation of training completion; and provide copies of certifications of training completions for each trainee/employee; and

2. Employment rate in the 2nd and 4th Quarters after completion of training program.

VI. 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

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substantive revisions will go to the PBWD Board's Executive Leadership Committee for review and recommendation to the PBWD Board for approval.

VII. ADDITIONAL OR MISCELLANEOUS INFORMATION

A. Related Workforce Development Program References

1. Attachment A – On-the-Job (OJT) Training Application
2. Department of Economic Security Policy and Procedure Manual - Workforce Innovation and Opportunity Act (WIOA)

<https://des.az.gov/services/employment/workforce-innovation-and-opportunity-act/policy-and-procedure-manual-workforce>

DRAFT

PHOENIX BUSINESS AND WORKFORCE DEVELOPMENT BOARD MEMBERS 2025–2026



BOARD CHAIR – PATRICK FITZHUGH, USAA

Corporate Leadership, Military Talent, Large-scale workforce operations & Community Partnerships

- Bridge major employers and workforce initiatives through corporate partnerships.
- Expand veteran hiring pipelines and transition programs.
- Strengthen public–private partnerships for workforce programs.
- Ensure workforce initiatives align with large employer hiring needs.

VICE CHAIR – BRANDON RAMSEY, BESTCOMPANIES AZ

Employer Branding, Talent Attraction, Workforce Marketing & Employer Engagement

- Position Phoenix as a destination for talent and top employers.
- Improve employer engagement with workforce programs.
- Strengthen connections between HR leaders and workforce systems.
- Elevate awareness of workforce resources through storytelling and employer networks.



CHAIR EMERITUS – SAM WOLO, W.L. GORE & ASSOCIATES

Global HR Leadership, Manufacturing Operations & Workforce Leadership Development

- Provide insight on advance manufacturing workforce needs.
- Support development of leadership pipelines in industry sectors.
- Guide corporate workforce strategies and talent development frameworks.



DANIEL BARAJAS, MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT

Community College Workforce Alignment, Career & Technical Education

- Align community college training programs with employer needs.
- Expand short-term credentialing programs and apprenticeships.
- Bridge education-to-career pathways.



JANICE BRADFORD, AZ DEPARTMENT OF ECONOMIC SECURITY

State Workforce Development

- 1
- 2
- 3



PHOENIX BUSINESS AND WORKFORCE DEVELOPMENT BOARD MEMBERS 2025–2026



CHRISTIAN BEARDEN, IRONWORKERS LOCAL 75

Skilled Trades Workforce Development

- Expand construction and infrastructure workforce pipelines.
- Strengthen union apprenticeship programs.
- Ensure workforce strategy includes middle-skill career pathways



NEDA BOYCE, AZ LEADS

STEM Education & Industry Partnerships K-12

- Strengthen early talent pipeline development.
- Align STEM education with workforce needs.
- Build career pathways beginning in high school.



KAREN CARTER, TERROS HEALTH

Behavioral Health & Social Equity

- Address mental health barriers to employment.
- Expand workforce support services for at-risk populations.
- Integrate health and workforce development strategies.



KRISTIN EMERY, MICROSOFT

Government Affairs, Technology Policy & Artificial Intelligence Workforce Implications

- Shape policy discussions around AI, technology, and future skills.
- Strengthen public-private collaboration with major tech firms.
- Guide strategy for digital workforce development.



PEARL CHANG ESAU

Education Reform & Statewide Workforce Strategy

- Align workforce initiatives with Arizona's long-term education goals.
- Strengthen cross-sector collaboration between education and industry.
- Drive data-driven workforce policy and accountability.

PHOENIX BUSINESS AND WORKFORCE DEVELOPMENT BOARD MEMBERS 2025–2026



LORRAINE FIELD, SONORA QUEST LABORATORIES

Healthcare Human Resources, Employee Engagement & Leadership Development

- Help design healthcare workforce pipelines.
- Expand employee retention and leadership development strategies.
- Align workforce programs with healthcare talent shortages

KAAREN-LYN GRAVES, ARIZONA HISPANIC CHAMBER OF COMMERCE

Business Development

- 1
- 2
- 3



WALLIN GUSTIN, AZ DEPARTMENT OF ECONOMIC SECURITY

Workforce Data Systems & State Workforce Programs

- Provide data-driven insights into workforce trends.
- Align Phoenix strategy with state workforce programs.
- Improve use of Arizona Job Connection and workforce analytics.



SCOTT HOLMAN, AMKOR

Semiconductor Workforce Development & Global Human Resources Leadership

- Shape semiconductor and advanced manufacturing talent pipelines.
- Align workforce programs with high-tech industry needs.
- Support global talent strategies and workforce planning.



MAVRICK KNOLES, LEGACY EV

Electrical Vehicle Workforce Development & Emerging Technology Careers

- Help design healthcare workforce pipelines.
- Expand employee retention and leadership development strategies.
- Align workforce programs with healthcare talent shortages.



PHOENIX BUSINESS AND WORKFORCE DEVELOPMENT BOARD MEMBERS 2025–2026



GINGER LANE, COMMUNICATIONS WORKERS OF AMERICA

Labor Advocacy, Worker Training & Union Workforce Programs

- Ensure workforce initiatives reflect worker perspectives.
- Strengthen apprenticeship and training programs.
- Improve equity and worker protections within workforce programs.

JESÚS LOVE, LITERACY VOLUNTEERS OF MARICOPA

Adult Literacy & Workforce Readiness

- Strengthen adult education pathways to employment.
- Improve workforce access for immigrant and ESL populations.
- Expand basic skills training aligned with career pathways.



MEGHAN MCGILVRA, YEAR UP

Opportunity Youth Workforce Programs

- Expand access to career pathways for underserved young adults.
- Strengthen employer partnerships for early career talent.
- Improve skills training tied to real job opportunities.



ALISON RAPPING, AROUET FOUNDATION

Justice-involved Workforce Reintegration

- Expand reentry employment programs.
- Improve workforce access for formerly incarcerated individuals.
- Strengthen nonprofit and community workforce partnerships.



CLAUDIA REILLY, AVNET

Global Human Resources Strategy, Talent Acquisition, Compliance & Workforce Systems

- Improve HR alignment with workforce development systems.
- Strengthen recruitment pipelines and employer branding for workforce programs.
- Support development of skills-based hiring initiatives.



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STEPHANIE RIMMER,
Small Business Development

- 1
- 2
- 3



JASON SCHAFFNER, REDBARRE MEDIA
Film Industry Workforce Development & Creative Economy

- Expand workforce opportunities in the film and creative sectors.
- Promote Arizona's creative economy as a job generator.
- Build partnerships between creative industries and workforce programs.



DEAN SCHEINERT, JUSTA CENTER
Workforce Services for Vulnerable Populations

- Expand workforce programs for homeless and aging populations.
- Integrate housing and employment services.
- Improve barrier removal strategies for employment access.



BRENDA SIPE, NORTHERN ARIZONA UNIVERSITY
Higher Education

- 1
- 2
- 3



DREW TROJANOWSKI, SOUTHWEST MISSION ACCELATION CENTER
National Security Innovation, Veteran Transition & Government Collaboration

- Build workforce pipelines for defense, national security, and innovation sectors.
- Expand veteran transition pathways into tech and entrepreneurship.
- Connect Phoenix workforce initiatives to federal innovation ecosystems.