



**Phoenix Business and Workforce Development Board
National Model For Mobility Steering Committee Meeting
March 11, 2026
9:00am**

VIRTUAL MEETING

Meeting Information:

CALL IN: 1-415-655-0001 | **Access Code:** 2343 070 0354#

MEETING LINK:

<https://cityofphoenix.webex.com/cityofphoenix/j.php?MTID=m1257a8e84eb518a53f05770b06f9a1b5>

PASSWORD: YFuHNmiP332

1: Call to Order/ Roll Call

The National Model for Mobility Steering Committee (NMMSC) Chair Meghan McGilvra, will call the NMMSC meeting to order.

Roll call will be completed by Board Staff to ensure a quorum is present.

2: For Approval: February 11, 2026 National Model For Mobility Steering Committee Minutes (See Attachment- 2/11/26 National Model For Mobility Steering Committee Minutes)

The February 11, 2026 NMMSC meeting minutes are recommended for review and approval.

RECOMMENDATION: This item is for information and approval.

3: For Information, Discussion and Possible Action: National Model for Mobility Steering Committee Strategic Plan Tracker (See Attachment- National Model for Mobility Steering Committee Strategic Plan Tracker)

The National Model for Mobility Steering Committee will review the Strategic Plan Tracker and make updates as agreed upon by the committee. The expected outcome is to ensure alignment with current priorities and demonstrate progress toward Board-approved goals.

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

4: Career Pathways

The National Model for Mobility Steering Committee will review career pathway updates presented by ARIZONA@WORK City of Phoenix Business Systems Analyst Justin West.

The purpose of building career pathways and making them publicly available is to educate jobseekers considering occupational training on the training needed to enter into high-demand fields and to pursue a career based on that entry point, the skills required to progress in the career ladder, employers hiring in the field, and median income as a worker progresses up the career ladder.

The NMMSC will consider how the data in the career pathway is presented and it is the correct information needed to show career pathway. After reviewing the data, the NMMSC will determine next steps including further careers pathways to build.

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

5: Skills First Hiring Update

NMMSC Chair Meghan McGilvra will share updates about the Arizona Community Foundation's Skills First Hiring initiative. The National Model for Mobility Steering Committee will discuss how best to support this initiative going forward.

Skills-first hiring is an approach to recruitment that emphasizes a candidate's skills, competencies, and abilities rather than traditional qualifications like degrees or work experience. This method allows employers to recognize the value of skills gained through various experiences, including training and life experiences. It focuses on evaluating candidates based on their demonstrated skills, such as technical expertise and problem-solving abilities, rather than their educational background or job titles.

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

6: Matters for Future Discussion

7: Call to The Public & Open Discussion

8: Adjournment



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

**February 11, 2026
9:00 a.m.**

Members Present:

Janice Bradford
Kristin Emery
Scott Holman

Meghan McGilvra
Alison Rapping
Claudia Reilly

Public Attendees:

Gregg Bach
Erica Bennett
Jasib Clutska
Diana Figueroa
Thomas Flynn
Mari Hicks
LaSetta Hogans
Christina Lira
Delsy Maldonado
Hayden Maynard
James Montoya

Angie Parra
Demitria Robles
Rachael Tashbook
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:

The Phoenix Business and Workforce Development Board (Board) National Model for Mobility Steering Committee (NMMSC) Chair, Meghan McGilvra, called the February 11, 2026, meeting to order at 9:03 a.m. Roll call was completed, and a quorum was met with 6 members present.

2. National Model for Mobility Meeting Minutes:

NMMSC Member Claudia Reilly motioned to approve the December 10, 2025, National Model for Mobility Steering Committee meeting minutes, NMMSC Vice-Chair Scott Holman seconded.

Janice Bradford, Kristin Emery, Meghan McGilvra, and Alison Rapping voted to approve. The motion passed.

3. **NMMS SC Strategic Plan Tracker**

NMMS SC Chair Meghan McGilvra shared the NMMS SC Strategic Plan Tracker with the committee. Meghan reminded the committee that they voted to approve changes to their tracker to update on the work that has been done. She shared that they would continue to review the tracker to stay on track with progress toward goals.

NMMS SC Member Alison Rapping shared that simplifying access to education was a huge issue for people with barriers to employment finding access to training. Meghan agreed that the committee needed to stay focused on that.

4. **Career Pathways:**

ARIZONA@WORK City of Phoenix Business Data Specialist Justin West shared the proposed website to hold career pathway information, as well as a proposed career pathway infographic. The first pathway is the Home Health Aide Pathway. The infographic includes a pathway starting with Home Health Aide and going through Certified Nursing Assistant and then Licensed Practical Nurse and the median salaries for those positions.

Additionally, the infographic includes training and education required, the salary trends, top skills required, Eligible Training Providers available to obtain training through, certifications needed and the length of training.

Meghan shared that for now, the pathways will be available in PDF format for people to access. She asked the committee for thoughts. NMMS SC Alison Rapping shared that the pathways would help to give realistic expectations for pathways. She suggested sharing who might be a great fit for a career pathway (i.e justice involved). NMMS SC Member Janice Bradford asked if the information would be accessible for deaf and blind participants. Justin shared that the City of Phoenix is required to make sure that information is ADA accessible.

NMMS SC Member Claudia Reilly suggested adding dates on when the data is updated and having a plan for update, to ensure people understand when the data is updated and to ensure the information does not get updated. Meghan agreed that unless the document is getting pulled automatically, the revisions need to be documented.

NMMS SC Member Kristin Emery shared that she loves the career pathway infographic and she offered any information that Microsoft can offer via LinkedIn to add to the occupation data. They consistently update information and can narrow down to Phoenix proper. Janice asked if the forms would be available in Spanish. Board Executive Director LaSetta Hogans shared that staff can look into getting the forms translated to Spanish.

5. Training Effectiveness Dashboard:

NMMS Chair Meghan McGilvra introduced Rachael Tashbook from the Arizona Office of Economic Opportunity (OEO) to follow up on the Training Effectiveness Dashboard discussion from December 10, 2025. She briefly reminded the NMMS about the goal and scope of the Training Effectiveness Dashboard. The dashboard was created because the Workforce Arizona Council wanted to develop a way to measure training effectiveness with the end goal of increasing the number of participants enrolled in high-impact training.

In 2026, OEO is concentrating on specialized reports for Local Areas, making sure people understand the reports and have access to the data. Going forward, there will be strategy to use the data to drive outcomes.

Rachael answered questions that members sent in after the previous NMMS meeting. A member asked how training programs were rated. Rachael shared that the data source for ratings was approximately 17,000 Adult program participants who exited the Workforce Innovation and Opportunity Act (WIOA) between Q2 2021 and Q1 2021. Any program that had at least five completers enrolled in Adult services was evaluated. This included 56 training providers and 82 training programs. The metrics evaluated were 2nd and 4th quarter employment and median wages in the 2nd quarter after program exit. These metrics comply with Department of Labor's required WIOA performance metrics. The programs were evaluated using a predictive model using participant demographics, employment barriers, and local economic conditions for each program and use those to develop a predicted outcome. From there, OEO compared actual outcomes to predicted outcomes. Programs that meet expectations are within the predicted range. Programs that exceed the predictive model are considered a high-impact training program.

A member asked how more programs get evaluated. Rachael said that at least participants need to complete a program. A member asked if evaluated program needs to be on the Eligible Training Provider List (ETPL). Rachael said that yes, programs need to be on the ETPL and for now, they are only evaluating programs that have five or more completers in the Adult WIOA program. Rachael shared that the OEO team is currently working with Title IV programming to gain access to Vocational Rehabilitation program outcomes. Adult program participants with disabilities are included in the study.

A member asked if the analysis captures whether the employment numbers are related to the field the participant trained in. Rachael shared that starting with the December 2025 update, evaluation does consider alignment with industry employment. A member asked what the side by side on credential attainment for the programs. For this analysis, there is no analysis on credentials, but they could be a part of a future project. A member said they

would like to see a cost analysis. Rachael said that the team is looking at a cost analysis, but there is no good data on the cost yet.

A member asked if there was any employment data related to participants who did not finish a training program versus those who did complete a program. Rachael shared a table by industry that shows the improvement in results when a participant completed a program in all the evaluated metrics:

Table 3. Training Subject Effect

Training Subject Type	Training Subject Effect on Employment and Wage Outcomes		
	Emp. 2nd Qtr. After Exit	Emp. 4th Qtr. After Exit	Wage 2nd Qtr. After Exit
	Change ¹	Change ¹	Change ¹
Computer and Information Sciences and Support Services	+6.7%	+5.3%	+\$1049
Culinary, Entertainment, and Personal Services ²	-10.0%	-10.9%	-\$856
Engineering/Engineering-Related Technologies/Technicians	+6.4%	+7.0%	+\$1299
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	+11.4%	+14.2%	+\$4560
Construction Trades	+10.4%	+3.1%	+\$1208
Mechanic and Repair Technologies/Technicians	+12.8%	+10.3%	+\$1107
Precision Production	+7.1%	+8.6%	+\$361
Transportation and Materials Moving	+10.5%	+4.5%	+\$2216
Health Professions and Related Programs	+14.3%	+12.6%	+\$1119
Business, Management, Marketing, and Related Support Services	+6.8%	+1.7%	+\$517
Reference Group: Participants who did not enter/complete a training	—	—	—

1. Bold values suggest that the outcome measures for participants who completed training in a given training subject were significantly different than the outcomes of participants who did not enter/complete a training.

2. The majority of programs within this subject are Cosmetology and Related Personal Grooming Services.

More information on these outcomes can be found here: [2025 Title 1 Adult Services Training Evaluation](#).

A member asked if there are ethnicity and age breakdowns by program. Rachael responded that at the public-facing dashboard, people can view the demographics and barriers reported by program along with outcomes. This is intended to show the Local Boards what barriers a program is facing and the reasoning behind the predictive range and to help training programs and their partners to identify barriers to help them decide if they want to establish strategic initiatives to address the barriers. The dashboard can be found at: [Workforce Evaluation | Office of Economic Opportunity](#).

Rachael shared that an updated to the evaluation was published on December 2, 2025 at the OEO website. In January, Board directors and chairs received Local Area specific analysis. On February 3, 2026, an analysis of year over year performance was received by Board directors and chairs. She shared there are dashboards for participants that are simpler and dashboards with more information for Local Areas and providers. Nine programs from the previous report dropped off the report because they did not meet the participant threshold, but twenty programs were added.

Chair Meghan McGilvra asked if there was a reason Youth programs could not be evaluated. Rachael shared that when they tried to evaluate the Youth programs using the metrics for success, the model essentially said every youth was successful, so they need to create a better predictive model and evaluation methodology before they can evaluate Youth participants training impact. Meghan asked how non-WIOA funded training is being evaluated. For instance, if a WIOA participant has non-WIOA funds that can be used for training (i.e. Pell grants) to attend programs not on the ETPL. Rachael said that for now, this report is particularly focused on WIOA funding. She shared that OEO is working with community colleges who are interested in a similar kind of report for their complete student body through the Integrated Data System (IDS), however it would be completely voluntary. NMMSC Member Alison Rapping shared that she would love an evaluation like this for other programs and asked if there is a way to get evaluation outside of the Adult program. Rachael shared that they are looking to expand to other programs and beyond the High-Impact Training, outcomes could be analyzed through working with OEO to use the IDS.

6. Call to the Public:

None

7. Future Agenda Items:

Continue progress on Career Pathways and Skills-First Hiring

8. Adjournment:

NMMSC Chair Meghan McGilvra adjourned the meeting at 9:58 a.m.