



VIRTUAL MEETING

**Phoenix Business and Workforce Development Board Meeting
May 14, 2026
9:00am – 10:30am MST**

Meeting Information:

CALL IN: +1-415-655-0001 | Access Code: 2465 635 8692

Webex Meeting Link:

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

1. Call to Order/ Roll Call

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

2. Phoenix Business and Workforce Development Board March 12, 2026 Meeting Minutes (See Attachment 2.A – 03/12/2026 Board Meeting Minutes)

The March 12, 2026 Phoenix Business and Workforce Development Board meeting minutes are recommended for review and approval.

RECOMMENDATION: This item is for information and approval.

3. Consent Agenda (See Attachments 3.A & 3.B)

Consent Items are for Updates and Approvals ONLY and are approved in a single vote. Consent Items are operational, compliance, and/or contractual items that are not subject to discussion unless pulled from the consent agenda. If a discussion is required, a Board Member can request to have a Consent Item removed and discussed at the current or next Board Meeting.

- Adopt Updates: 600.604: Incumbent Worker Training
- Adopt Updates: 600.605: On-the-Job Training

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

4. Workforce Pell Update

Patrick Brown from the Arizona Office of Opportunity will share an overview of the Workforce Pell program. Workforce Pell is a federal program that expands Pell Grant eligibility to short-term, career-focused job training programs, providing financial aid for learners pursuing high-demand, high-wage occupations.

RECOMMENDATION: This item is for information and discussion.

5. Chair Updates

ELC Chair Patrick Fitzhugh will share Board updates with Board members, including action items and opportunities for Board Members.

RECOMMENDATION: This item is for information and discussion.

6. Committee Chair Updates and Strategic Plan Review

Committee Chairs will share Steering Committee updates, including action items and opportunities for Board Members to support Board Strategic initiatives and recommendations for the strategic plan.

RECOMMENDATION: This item is for information and discussion.

7. ARIZONA@WORK City of Phoenix Budget Update

ARIZONA@WORK City of Phoenix Accountant III Luis A. Marquez will share an update about the ARIZONA@WORK City of Phoenix budget.

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

8. Youth Services Update

ARIZONA@WORK City of Phoenix Rebecca Tierney will share an update about changes to Youth Services, effective on July 1, 2026. The Board is responsible for providing Title IB Youth Services in the City of Phoenix.

RECOMMENDATION: This item is for information and discussion.

9. Industry Skills Grant Update

ARIZONA@WORK City of Phoenix Project Manager James Montoya will share information about the Industry Skills Grant that the Board previously approved. During this presentation, James will share information about the implementation of the grant and how it will benefit Phoenix employers.

RECOMMENDATION: This item is for information and discussion.

10. Community of Practice Update

ARIZONA@WORK City of Phoenix Project Manager James Montoya will share information about the Community of Practice, including an overview of how why the Community of Practice was started and a potential roadmap for the Community of Practice.

RECOMMENDATION: This item is for information and discussion.

11. Call to The Public & Open Discussion

12. Future Agenda Items

13. Adjournment



**Phoenix Business and Workforce Development
Board
Meeting Minutes
March 12, 2026 – 9:00 a.m.**

Board Members Present:

Janice Bradford
Christian Bearden
Karen Carter
Kristin Emery
Lorraine Field
Patrick Fitzhugh (Chair)
Kaaren-Lyn Graves
Wallin Gustin

Scott Holman
Stephanie Rimmer
Brandon Ramsey
Alison Rapping
Claudia Reilly
Jason Schaffner
Dean Scheinert
Sam Wolo

Board Members Absent

Daniel Barajas
Neda Boyce
Karen Carter
Mavrick Knoles
Ginger Lane
Jesús Love
Meghan McGilvra
Drew Trojanowski

Public Attendees:

Ashley
Gregg Bach
Eddie Barojas
Erica Bennett
Dominic Cota
RM Coulon
Sandra Enriquez
Diana Figueroa
Thomas Flynn
Matalie Hastings
Mari Hicks
LaSetta Hogans
Eric Johnson
Christina Lira

Delsy Maldonado
Hayden Maynard
Krista McGarvey
Lisa Mirabile
James Montoya
Gustavo Nava
Jovana Parkhouse
Angie Parra
Demitria Robles
Rebecca Tierney
Ariadna Valentin
Justin West
Laura Whitehead

1. Call to Order:

Phoenix Business and Workforce Development Board (Board) Chair Patrick Fitzhugh called the March 12, 2026, Board Meeting to order at 9:05 a.m. Roll call was completed and a quorum of 15 members were present.

2. Approval of the January 8, 2026 Board Meeting Minutes:

A motion to approve the January 8, 2026 Board Meeting Minutes was made by Board Member Christian Bearden and seconded by Board Member Ginger Lane.

Approved: Kristin Emery, Pearl Esau, Lorraine Field, Patrick Fitzhugh, Kaaren-Lyn Graves, Wallin Gustin, Brandon Ramsey, Alison Rapping, Claudia Reilly, Stephanie Rimmer, Jason Schaffner, Dean Scheinert, and Sam Wolo

Opposed: None

Motion passed

3. Chair Update:

Board Chair Patrick Fitzhugh provided a Board Chair Update:

- Wallin Gustin, new Board Member introduced himself and shared he's been with the Arizona Department of Economic Security (DES) for 31 years and is honored to be part of the Board. He will be representing Title III.
- Brenda Sipe, new Board Member introduced herself and shared she's the Associate Vice President for Workforce Development at Northern Arizona State University. She oversees continuing education, noncredit training, workforce research team and educational partnerships.
- Board Strategic Planning sessions are scheduled for May 18 and 19. The two-day event will be hosted by Board Member Karen Carter at Terros Health. Board Members unable to attend are encouraged to share their feedback in advance to ensure their voices are heard. More information will be emailed to help guide the discussions during the sessions.
- Board Members were encouraged to attend and participate in the next Community of Practice event focused on skilled trades and apprenticeships in April.
- To ensure meeting quorum is met, Board Members are advised to reply to emails sent by Angie, Ariadna and Hayden. Board Member Alison Rapping asked if the meeting agendas will be sent via email. Board Liaison Hayden Maynard confirmed that agendas will be emailed. Patrick added that the meeting agenda is also attached to the Outlook meeting invite.
- National Association of Workforce Boards (NAWB) is hosting a virtual policy power up session on April 24. NAWB lobbyists will be updating members about different grant opportunities, upcoming federal hearings,

and any progress on reauthorization.

- Board attendance was shared and reviewed. Patrick thanked Board members for commitment to attending the Board meetings with an overall attendance rate of 84%.

4. Board Committee Updates:

- Align Investment Steering Committee Chair (AISC) Stephanie Rimmer shared the committee is working on finalizing a diagram and braided program to be shared with the Board at the next meeting. AISC's current barrier is the limited timeframe to accomplish remaining goals on the current Strategic Plan before the next starts. Last month, the committee reviewed the budget report and performance measures. Stephanie shared the committee prefers a more detailed budget report and decided to return to using the format that was used by former Board Chair Sam Wolo. The committee is seeking new ideas for braided funding.
- Instill Hope Steering Committee Chair (IHSC) Vice Chair Jason Schaffner provided an update on the Community of Practice convening focused on Advanced Business Services championed by Board Member Daniel Barajas. The convening was held on February 26 at Paradise Valley Community College. Jason highlighted the meaningful conversations that took place between industry leaders and workforce partners, addressing the evolving landscape due to technological advancements and changing workforce dynamics. He said labor market insights were shared, employer perspectives on workforce needs and talent pipeline development. Employers shared their challenges with filling mid-level positions, particularly as experienced workers retire. They also noted that a high turnover in entry-level roles makes it difficult to build a strong internal pipeline for advancement into the mid-level roles. Employers stressed the importance of life skills, communication, and social-emotional competencies for employee success and growth. Although workforce partners are making significant progress in these areas, the development efforts are still not meeting employer's needs. Additionally, Jason shared this is an opportunity to bridge the gap between employee life skills and supervisor readiness. Addressing this challenge could improve entry-level retention and strengthen internal talent pipelines that will enable employers to fill roles internally rather than seeking external solutions. Jason shared the next Community of Practice convening scheduled for April and June.
- National Model for Mobility Steering Committee Chair (NMMSC) and Vice Chair could not attend the meeting and a slide with their committee updates was shared with the Board. Patrick shared the committee is working on career pathway development, Skills First Hiring and workforce readiness. Board Member Alison Rapping shared she serves in this committee and wanted to add that the committee is making progress with understanding and identifying barriers and gaps to ensure career

pathways are built particularly for those with barriers.

5. Consent Agenda:

Board Chair Patrick Fitzhugh presented the consent agenda, items on the consent agenda are meant for updates and approval only, and they are usually approved with a single vote.

The consent agenda was:

- Adopt policy updates 300.301 – Youth Supportive Services

Board Member Christian Bearden made a motion to approve the consent agenda and Board Member Alison Rapping seconded the motion.

Approved: Kristin Emery, Pearl Esau, Lorraine Field, Patrick Fitzhugh, Kaaren-Lyn Graves, Wallin Gustin, Ginger Lane, Brandon Ramsey, Alison Rapping, Claudia Reilly, Stephanie Rimmer, Jason Schaffner, Dean Scheinert, and Sam Wolo

Abstained: None

Opposed: None

Motion passed

6. Business Services Regional Meeting Update:

ARIZONA@WORK City of Phoenix Project Manager James Montoya provided an update on the regional business services collaboration between the Maricopa County, Arizona Department of Economic Security, and Pinal County held on February 18. James highlighted the strong regional collaboration, especially with Maricopa County, which has been recognized with the 2025 Arizona Association of Economic Development Golden Prospect award for their regional collaboration in response to a massive layoff last year. During the meeting, each region provided an overview of their services, which allowed staff to discuss and learn more about business services. Each region also shared their employer engagement strategies. The City of Phoenix showcased its use of LinkedIn Recruiter to expand outreach strategies – no other region has this capability. Additionally, the Mobile Career Unit was also highlighted as innovative community engagement tool.

James also shared post-survey results, 7 out of 24 participants rated the meeting 3.86 out of 5 stars, appreciating in-person connections for building strong relationships. Some of suggestions for improvement included holding meetings twice a year and extending networking opportunities. There was a strong interest in learning more about labor market information and employer outreach strategies, along with a desire for increased collaboration and sharing of best practices among the regions. Overall, attendees were satisfied and recognized the value of collaborating to build stronger networks, with an emphasis on strategic planning. As a result, a comprehensive list was finalized

for regional connection. This list includes contact information for individuals in various industries across different regions, which facilitates easier networking for employers. Board Member Kaaren-Lyn Graves acknowledged and thanked James for helping several of her clients and appreciated the work he does.

7. Strategic Planning Update:

Board Liaison Hayden Maynard provided an update about the development of the Board's 2026-2029 Strategic Plan. Hayden shared strategic planning is a structured process that will guide the Board towards its future objectives by aligning with its mission, vision, goals and resources, essential creating a flexible roadmap to adapt to changes and challenges. A strategic plan provides a shared roadmap for the Board, Board staff, and workforce system stakeholders, identifying opportunities, challenges, and priorities that will guide decision-making over the next three years. This plan is a continuous process of learning, prioritizing, and adapting to changes in the labor market and insights gained during implementation. By ensuring the Board remains proactive and aligns around long-term goals and measurable outcomes, the plan helps avoid mission drift and scattered efforts. It strengthens accountability through clear goals, timelines, and success indicators.

Board Member Scott Holman joined the meeting at 9:35am.

A two-day strategic planning retreat is planned for May 18 and 19 at Terros Healthcare. 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. The Strategic Plan is expected to be finalized and presented to the Board at the September 2026 meeting. Hayden shared survey feedback that will be used to develop the strategic planning session:

PRE-SURVEY FEEDBACK

- Board viewed a strong convener and listener
- Execution and accountability gaps
- Data and impact measurement need strengthening
- Readiness for sharper prioritization

41



ARIZONA @ WORK™
CITY OF PHOENIX
A proud partner of the [ARIZONA](#) talent network

Hayden also reviewed the guiding documents that will be used to develop the Strategic Plan include but not limited to the current 2023-2026 Strategic Plan, Small Business Roadmap, Environmental Workforce Scan and Survey and American's Talent Strategy etc.

Additionally, Hayden shared the outcomes the Board can expect at the conclusion of the planning sessions and include Strategic Planning, Implementation Plan, Visual Tracker, Meeting framework and Stakeholder convening. She concluded the presentation by highlighting the importance of Board's in the development of the strategic planning:

BOARD'S ROLE

- Bring your experience
- Help define the future vision
- Surface risks and opportunities
- Support alignment
- Serve as champions



Board Chair Patrick Fitzhugh called on Board Member Sam Wolo to share any about his experience with the last strategic planning cycle. Sam emphasized the importance of having a clear vision for what success looks like. He suggested focusing on what should be started, stopped, and continued to achieve the desired goals. Board Executive Director LaSetta Hogans echoed Sam's advice. She emphasized a key takeaway that was noted with Board participation with developing the strategic plan, people tend to forget the rationale behind the set goals by the second year of a three-year plan. To address this, it's advised to maintain clarity and relevance when setting goals and actions to ensure they remain meaningful and effective in the future.

Board Member Alison Rapping shared that she believes the City of Phoenix and the state of Arizona are in a unique place because of its regional economic growth and business-friendly environment. She wanted to ensure that the Strategic Plan addresses how the Board will be leveraging local and state governance to address workforce needs in the future. Board Member Dean Scheinert advised that the Board avoid complacency to ensure the Strategic Plan addresses current and future economic realities. Patrick highlighted the importance of focusing on talent strategies to anticipate future developments, such as shifts in national workforce policy, industry trends, and local business demands in Phoenix. He agreed that the need for proactive planning is the right direct to avoid complacency and prepare for potential challenges, as well as the importance of collaboration with industry partners to gather insights into their priorities for the next two to three years.

8. Call to the Public:

None.

9. Future Agenda Items:

None.

10. Adjournment:

PBWD Board Chair Patrick Fitzhugh adjourned the meeting at 09:58 a.m.

DRAFT



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

600.604 – Incumbent Worker 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.

600.604– Incumbent Worker Training (IWT)

II. PURPOSE

Page 1: Removed the requirement for IWT to provide a wage increase; this aligns the policy more closely with DES policy.

III. BACKGROUND

Page 1: Removed factors from eligibility factors that may be included in determining an employer's eligibility for participating in an IWT. Removing these factors brings policy in closer alignment with DES Training Services Policy. Items removed include:

- Business must be located in the City of Phoenix;
- Employee average wages must be below current 450% self-sufficiency Lower Living Standard Income Level;
- Successful performance on a previous work-based learning contract with the City of Phoenix;



- The type of training being requested: in-demand industries; *(this point is redundant, please see next item)*
- Revised final point to say: Requested training must be in one of the Board's targeted sectors: This has been edited to reflect the Board's sectors identified in the Board Local Plan. Actual sectors have been removed to make the policy more evergreen.

IV. DEFINITIONS

Page 2: Added a definitions for the following to ensure clarity in the policy:

- **Business Services Team** – Staff working on behalf of the Board to provide business services to employers within Phoenix.
- **Incumbent Worker** – A full-time employee who is currently employed by a company for at least six (6) months.
- **Industry Recognized Apprenticeship Program** – High-quality apprenticeship programs that provide individuals with workplace-relevant knowledge and skills, resulting in industry recognized credentials
- **Registered Apprenticeship Program** – A structured, industry-approved career pathway combining paid on-the-job training with related training instruction, leading to a nationally recognized credential.
- **Related Technical Instruction** – A component of apprenticeship programs that provides theoretical knowledge and technical skills to complement the on-the-job training.

Removed definitions for “Job Loss Prevention” and “Reportable individual” as these terms are not used in the policy.

V. POLICY

Section A.3.a. Employee Eligibility Criteria (Page 2): Added *“Employer will be responsible for providing the employee start date to the Business Services Team.”* This addition was requested by Board staff to provide clarity.

- Removed requirement that worker reside in Maricopa County. The employer still must be located within Maricopa Count.

Section B. Business Customer Eligibility Criteria (Page 3-4): Renamed the section to **Employer Application and Requirements**, as it more accurately reflects what is covered in the section. Changed or removed the following items from requirements, per suggestion by Board staff and to bring the policy into closer alignment with DES Policy:

- Clarified that the IWT Assessment Rubric will be used when funding is limited;
- Removed: Demonstrate how the training will provide skills necessary to retain or prevent job loss;
- Removed: Provide a Training Development Plan that identifies the training needs and competencies that will be achieved for employees selected to receive the training.

Section C.1.Training Criteria (Page 3): Removed *“Be used if the organization has internal training programs and/or employee reimbursement programs that are provided to the employees for the requested training.”* Per Board staff, this should be removed.



Section C.2. Training Criteria (Page 3): Removed “Increased wage upon successful completion of training”. This will increase the accessibility of IWT programming and aligns the policy more closely with DES policy.

Section C.2. Training Criteria (Page 4): Removed requirement that *“if the training addresses abilities, traits and behavior rather than formal technical knowledge training the business customer should demonstrate in the application how the training results in an increase in competitiveness of the employee”*. The policy states that the training must be in on of the Board’s targeted sectors; additionally this aligns the policy more closely with DES Policy.


Section D. Apprenticeships (Page 4): Added apprenticeship section stating that IWT funds can be used to support apprenticeships and related technical instruction. The section includes statement that the apprenticeship policy takes precedence over the standard IWT outcomes, outlines employee/apprenticeship eligibility, and the required documentation.

Section E.3. Training Funds (Page 4): Increased the maximum amount of funds per employee to \$5,000.

Section E.3. Training Funds (Page 4): Revised “A second contract will not be executed until the first contract is successfully completed demonstrating having met performance measures and goals” to “A second contract may not be executed until the first contract is successfully completed demonstrated having met performance measures and goals.” Changed the language to reflect cases when companies have not utilized the maximum \$50,000 work-based learning reimbursement, when there may be an opportunity for a second contract before the first is fully completed.

Section G.2. Performance Reports (Page 5): Removed requirement that wage increases will be tracked during performance reporting, consistent with the removal of the wage increase requirement in the policy.

Section F. Industry Skills Grant (Page 5-6): Added a section that applies to the Industry Skills Grant. The program will be employer reimbursement grants similar to IWT contracts. This section lays out the purpose of the grant, employee and employer eligibility, reimbursement processes, and any additional requirements from the State.

 <small>CITY OF PHOENIX</small> <small>A proud partner of the americanjobcenter network</small>	Effective Date: 09/25/2024	Type: <input checked="" type="checkbox"/> Policy <input type="checkbox"/> Procedure Function: Business Services	Page 1 of 7
	Revised Date: 03/23/26	Section # & Title: 600 – Training Services	
Phoenix Business and Workforce Development Board <small>(approval authority)</small>	Date Approved: 11/14/2019	Subject # & Title: .604 Incumbent Worker Training (IWT)	

I. APPLICABILITY/SCOPE

This policy applies to Incumbent Worker Training (IWT) program and services delivered through the Workforce Innovation and Opportunity Act (WIOA) ~~Title IB~~ grant by Phoenix Business and Workforce Development Board (Board) staff and contracted providers of ARIZONA@WORK City of Phoenix.

II. PURPOSE

The Incumbent Worker Training (IWT) offers a subsidy that ~~business-customer~~employers can use to build and maintain a skilled workforce. Incumbent Worker Training can be used to:


1. Avoid job loss of employees ~~and provide a wage increase~~; or
2. Increase the skill levels ~~and wages of current~~ employees so they can be promoted within the company and create backfill opportunities for new or less-skilled employees.

III. BACKGROUND

A. Incumbent Worker Training (IWT) is designed to help business customers in the local workforce area obtain the skills necessary to retain employment, be promoted, or ~~and~~ prevent job loss. The training activities are carried out by the ~~Phoenix Business and Workforce Development Board (Board)~~ in conjunction with or a group of ~~business-customer~~employers, (which may include business customers in partnership with other entities for delivering such training,) to assist such workers in obtaining the skills necessary to retain employment or prevent job loss.

Section 134(d)(4) of the ~~Workforce Innovation Opportunity Act (WIOA)~~, states ~~Incumbent Worker Training (IWT)~~ must increase the competitiveness of the employee and/or ~~business-customer~~employer. The Board may approve up to 20 percent of the Adult and Dislocated Worker funds to provide for the federal share of cost of providing ~~Incumbent Worker Training~~IWT. When determining an ~~business-customer~~employer's eligibility for participating in an ~~Incumbent Working Training~~IWT, the following factors will be considered:

1. The characteristics of the participants in the program (e.g. individuals with barriers to employment);
2. The relationship to the occupational competitiveness of the business customer and the employees; and
3. Other factors the Board may use to determine an ~~business-customer~~employer's eligibility may include:
 - a. ~~Business must be located in the City of Phoenix~~
 - b.a. Number of employees participating;
 - c.b. Wage and benefit levels (pre-and post-training); ~~employee average wage must be below current 450% self-sufficiency Lower Living Standard Income Level (LLSIL)~~
 - d.c. The availability of other ~~business-customer~~employer--provided training and advancement opportunities;
 - e.d. ~~Job loss~~Layoffs avoided as a result of the training;
 - f.e. Utilization as part of a larger sector, and/or career pathway strategy;
 - g.f. ~~Business-customer~~Employer size
 - h. ~~Successful performance on a previous Work-Based Learning contract with the City of Phoenix~~
 - i.g. The type of training being requested; credential, non-credential, professional development; ~~in-demand industries~~
 - j.h. Credentials and skills gained as a result of the training;
 - k. Requested training must be in one of the ~~City of Phoenix Boards~~'s targeted industry sectors identified in the Local Workforce Area Plan. ~~The targeted industry sectors are Advanced Business Services, Construction, Healthcare, Manufacturing and Information Technology.~~

 CITY OF PHOENIX A proud partner of the americanjobcenter network	Effective Date: 09/25/2024	Type: <input checked="" type="checkbox"/> Policy <input type="checkbox"/> Procedure Function: Business Services	Page 2 of 7
	Revised Date: 03/23/26	Section # & Title: 600 – Training Services	
Phoenix Business and Workforce Development Board (approval authority)	Date Approved: 11/14/2019	Subject # & Title: .604 Incumbent Worker Training (IWT)	

IV. DEFINITIONS

Business Services Team – Staff working on behalf of the Board to provide business services to employers within Phoenix.

Incumbent Worker - A full-time employee who is currently employed by a company for at least six (6) months.

Industry Recognized Apprenticeship Program – High quality, apprenticeship programs that provide individuals with workplace-relevant knowledge and skills, resulting in industry credentials.

Registered Apprenticeship Program - A structured, industry-approved career pathway combining paid on-the-job training with related training instruction, leading to a nationally recognized credential.

Related Technical Instruction – A component of apprenticeship programs that provides theoretical knowledge and technical skills to complement the on-the-job training.

Job Loss Prevention – Workforce strategies and measures taken by organizations to prevent or minimize the duration of unemployment due to layoffs during difficult economic times or when facing financial challenges. The strategies include reduction in hours and role, temporary shutdowns, reassigning employees, offering voluntary leave, and job sharing.

Reportable Individual – is an individual who has taken action that demonstrates an intent to use program services and who meets specific reporting criteria for the program described below in Section V.A.2, items 1-3. Reportable individuals are not participants and are not part of performance measures but must have an Arizona Job Connections (AJC) record.


V. POLICY

This policy is to establish the criteria for the use and provision of service for the Incumbent Worker Training (IWT) program.

A. Employee Eligibility Criteria:

1. Live in the State of Arizona; ~~Maricopa County;~~
- ~~2. Be employed~~
- ~~3.2.~~ Meet the Fair Labor Standards Act for an employer-employee relationship; and
- ~~4.3.~~ Be employed by the business customer with an established work history of at least six (6) months.
 - a. The Business Services Team will be responsible for verifying the minimum six (6) month requirement of work history for employees. Employer will be responsible for providing employee start date to the Business Services Team.
- ~~5.4.~~ When an IWT cohort is being provided not every employee in the cohort must have the established employment history with the business customer ~~as long as a majority of 51% of~~ those employees being trained meet the six month employment history requirement.
- ~~6.5.~~ Employees who are considered underemployed (an individual who is working part-time but desires full-time employment or is working in employment not commensurate with the individual's demonstrated level of education and/or skill achievement) may also participate in an IWT.
- ~~7.6.~~ If the employee is enrolled in a WIOA Adult and Dislocated Worker Program, eligibility requirements will need to be met as a result of receiving other services and will be considered a participant.

B. Business Customer Eligibility Criteria Employer Application and Requirements:

 CITY OF PHOENIX A proud partner of the americanjobcenter network	Effective Date: 09/25/2024	Type: <input checked="" type="checkbox"/> Policy <input type="checkbox"/> Procedure Function: Business Services	Page 3 of 7
	Revised Date: 03/23/26	Section # & Title: 600 – Training Services	
Phoenix Business and Workforce Development Board (approval authority)	Date Approved: 11/14/2019	Subject # & Title: .604 Incumbent Worker Training (IWT)	

All ~~business customer~~ eligible employers must be located and conduct business within ~~the City of Phoenix~~ Maricopa County. ~~Incumbent Worker Training (IWT)~~ contracts will not be provided to any ~~business employer~~ 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.

Each ~~business customer~~ employer agrees to:

1. Complete an application with a Section III report. When funding is limited, it will be required that the application meets the Incumbent Worker Training Assessment Rubric (Attachment A).

~~1-2.~~ Upon successful application, the employer must ~~and~~ enter into a contract with the City of Phoenix and provide;

- a. [SAM.gov registration](#)
- b. [Arizona Corporate Commission registration](#)
- c. [eVerify Status Verification](#)
- d. Valid Certificates of Insurance (COI)
- e. [City of Phoenix Procure Phoenix website registration](#)

~~2.~~ Demonstrate how the training will provide skills necessary to retain or prevent job loss;

3. Adhere to applicable WIOA Title 1B administrative requirements as well as the nondiscrimination and equal opportunity provisions of the laws;
4. Provide a Training Development Plan that identifies the training needs and competencies that will be achieved for employees selected to receive the training (provided in application package);
5. Provide copies of a Certificate of Completion for employees who successfully complete the training program. Certificates of Completion must contain detailed information about the employee such as name of the person receiving certificate, name of institution issuing certificate, class/course official date of completion;
6. Provide proof employee remains employed upon successful completion of training;
7. Be available for program monitoring on a scheduled basis; and
8. Submit quarterly post-training reports, including information on the retention and/or promotions of trainees and the outcomes of training made on the business, for one year after the completion of the training.


C. Training Criteria

1. Incumbent Worker Training ~~(IWT)~~ must not:

- a. Displace any currently employed workers (including a partial displacement such as a reduction in non-overtime work, wage, or employment benefits);
- b. Impair an existing contract for services or a collective bargaining agreement;
- c. Procure, contract for, or incur costs to be paid from WIOA Title 1B program funds prior to the start date, as determined by the date when all parties sign the contract;
- d. Include proprietary training specific to a company, unless skills are determined to be transferable to other businesses or industries;
- e. Be used to directly or indirectly assist, promote, or deter union organizing; and
- ~~f. Be used if the organization has internal training programs and/or employee reimbursement programs that are provided to the employees for the requested training.~~

2. Application process will identify job loss prevention and potential wage increase requirements along with training criteria that creates benefit to the employees participating in the training:

- a. Job loss prevention;
- b. Attainment of self-sufficiency as measured by the Lower Living Standard Income Level (LLSIL);

 <small>CITY OF PHOENIX</small> <small>A proud partner of the americanjobcenter network</small>	Effective Date: 09/25/2024	Type: <input checked="" type="checkbox"/> Policy <input type="checkbox"/> Procedure Function: Business Services	Page 4 of 7
	Revised Date: <u>03/23/26</u>	Section # & Title: 600 – Training Services	
Phoenix Business and Workforce Development Board <small>(approval authority)</small>	Date Approved: 11/14/2019	Subject # & Title: .604 Incumbent Worker Training (IWT)	

- c. Employee career pathways/opportunities via obtaining a promotion upon successful completion of training;
- ~~d. Increased wage upon successful completion of training;~~
- ~~e.d. Increased skill level of employees for promotional opportunities and create backfill opportunities for new or less-skilled employees;~~
- ~~f.e. Number of employees participating in the training;~~
- ~~g.f. Relationship to the competitiveness of the business customer and employees; or~~
- ~~h. If an essential skills training is requested that addresses abilities, traits and behavior rather than formal technical knowledge training the business customer should demonstrate in the application how the training results in an increase in competitiveness of the employee.~~

D. Apprenticeships:

IWT funds may be used to support apprenticeships and the related technical instruction (RTI) component of a Registered Apprenticeship Program (RAP) or an Industry-Recognized Apprenticeship Program (IRAP) for incumbent workers. When IWT funds are used for apprenticeships, the apprenticeship policy takes precedence over the standard IWT outcome requirements.

To be eligible:

- The employee must be currently employed and require upskilling to remain competitive, retain employment, or avert layoff;
- The apprenticeship must align with local sector strategies or demonstrate clear layoff-aversion or retention benefits;
- IWT funds may cover tuition, books, and other RTI-related program costs, excluding electronics, food, travel;
- IWT funds cannot cover wages during on-the-job learning or costs already subsidized by another funding source.

Documentation required:


- Copy of Registered Apprenticeship Standards or IRAP recognition;
- Training outline and cost breakdown for RTI; and
- Employer commitment to retain the employee upon completion of training.

D.E. Training Funds

- The Board may reserve up to 20 percent of the total Adult and Dislocated Worker funds for IWTs.
 - The contract maximum per company is up to \$50,000 per fiscal year and up to ~~\$4,0005,000~~ per employee with an option for the Board to approve additional funds based on the organization's extraordinary ability to impact employees. Additional funding determinations are based on the training criteria listed in section V.B. Business Eligibility Criteria section.
- The Incumbent Worker Training Assessment Rubric, as well as the application form, will be used as sources for the Board to establish relevancy for extension of funds beyond the \$50,000 maximum contract amount.
- A second contract ~~will~~ may not be executed until the first contract is successfully completed demonstrating having met all of the performance measures and goals.

E.F. Business CustomerEmployer Match

Business CustomersEmployers participating in an ~~Incumbent Worker Training (IWT)~~ must pay a significant portion of the non-federal share cost of the training for those participants providing training to their employees per WIOA Section 134(d)(4)(D)(ii). These payments can be made through both cash and/or in-kind. In-kind funds are defined as contributions may include hourly wages paid to employees while in training. Rules for cost sharing or matching

 A proud partner of the americanjobcenter network	Effective Date: 09/25/2024	Type: <input checked="" type="checkbox"/> Policy <input type="checkbox"/> Procedure Function: Business Services	Page 5 of 7
	Revised Date: <u>03/23/26</u>	Section # & Title: 600 – Training Services	
Phoenix Business and Workforce Development Board (approval authority)	Date Approved: 11/14/2019	Subject # & Title: .604 Incumbent Worker Training (IWT)	

funds are provided in the Uniform Guidance and Department of Labor (DOL) exceptions at 2 CFR 200.306(b) and 2 CFR 2900.8.

1. The non-federal share depends on the size of the business customer and must not be less than:
 - a. Ten (10) percent of the cost for employers with not more than fifty (50) employees;
 - b. Twenty-five (25) percent of the cost for business customers with more than fifty (50) employees, but not more than one hundred (100) employees; and
 - c. Fifty percent (50) of the cost for business customers with more than one hundred (100) employees.

F.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 IWT program. Tracking will include variables defined in the application form including:

1. Job loss prevention;
- ~~2.~~ ~~Increased wage pending successful completion of training program;~~
- ~~3.~~ 2. Confirmation of credential attainment;
 - a. Within 30 days of completion of training, provide copies of certifications of training completions for each trainee/employee; and
 - b. Within 60 days of completion of training, provide work related outcomes (Example: promotions, retention, salary increase ~~to include median earnings~~, etc.) of employees that participated in training.
3. Employment rate in the 2nd and 4th Quarters after completion of training program.

H. Industry Skills Grant (ISG)

The Industry Skills Grant (ISG) is a federally funded, employer-driven training initiative administered through the Arizona Department of Economic Security (DES) and implemented locally by the City of Phoenix Community and Economic Development Department on behalf of the Phoenix Business and Workforce Development Board (Board). This grant is specifically designed to support advanced manufacturing employers in strengthening and upskilling their existing workforce.

1. Purpose: The Industry Skills Grant supports employer-led training designed to:
 - a. Address critical workforce skill gaps within the advanced manufacturing sector;
 - b. Strengthen industry talent pipelines;
 - c. Increase the skill levels and competitiveness of incumbent workers; and
 - d. Support retention of employees through targeted upskilling strategies.
2. Funding Structure
 - a. Employers may receive reimbursement of up to eighty percent (80%) of approved training costs, not to exceed four thousand dollars (\$4,000) per participant.
 - b. Employers must provide a minimum twenty percent (20%) contribution, which may include:
 - Cash contributions; and/or
 - In-kind contributions such as employee wages during training, equipment, facility use, or staff time;
 - c. Reimbursement will be issued on a performance-based structure as follows:
 - Fifty percent (50%) of the approved training cost (up to \$2,500 maximum) will be reimbursed upon successful completion of training by the employee, with the employer required to provide a training certificate of completion.
 - The remaining thirty percent (30%) will be reimbursed after the employee retains employment with the employer for a minimum of six (6) months following completion of training, with the employer

 <small>CITY OF PHOENIX</small> <small>A proud partner of the americanJobcenter network</small>	Effective Date: 09/25/2024	Type: <input checked="" type="checkbox"/> Policy <input type="checkbox"/> Procedure Function: Business Services	Page 6 of 7
	Revised Date: 03/23/26	Section # & Title: 600 – Training Services	
Phoenix Business and Workforce Development Board <small>(approval authority)</small>	Date Approved: 11/14/2019	Subject # & Title: .604 Incumbent Worker Training (IWT)	

required to provide proof of employment from the date of training completion.

- d. Employers are responsible for covering upfront training costs prior to reimbursement;
- e. The maximum amount an employer may receive is four thousand dollars (\$4,000) per participant, and no employer may receive more than seven hundred fifty thousand dollars (\$750,000) in total training reimbursements.
- f. ISG funding requirements differ from standard Incumbent Worker Training (IWT) cost-sharing requirements and must follow grant-specific guidance.

3. Employee Eligibility: Employees participating in ISG-funded training must:

- a. Be currently employed by the participating employer;
- b. Have a minimum of six (6) months tenure with the employer; and
- c. Participate in training that results in measurable skill advancement.

4. Employer Eligibility: Employers must:

- a. Be located and operating within the City of Phoenix service area;
- b. Operate within the advanced manufacturing sector;
- c. Demonstrate a need to upskill their workforce to address identified skill gaps
- d. Commit to retaining employees following completion of training.

5. Allowable Training Activities

Training funded under ISG may include:

- a. Industry-recognized credentials and certifications;
- b. Technical and occupational skills training; and
- c. Employer-driven upskilling aligned with emerging technologies and industry demand.

All training must result in measurable outcomes, including increased skill attainment or improved employee performance.

6. Relationship to Incumbent Worker Training (IWT)

- a. The Industry Skills Grant is a separate funding source from WIOA-funded Incumbent Worker Training;
- b. ISG funds will be administered independently and in accordance with DES grant requirements;
- c. When multiple funding sources are available, the Business Services Team will determine the appropriate funding stream based on employer need, training scope, and funding availability.


7. Performance and Reporting

Employers must:

- a. Provide documentation of training completion;
- b. Demonstrate measurable skill gains;
- c. Verify employee retention at six (6) months post-training for final reimbursement;
- d. Report employee outcomes, including retention and wage progression (if applicable); and
- e. Comply with all DES and City of Phoenix reporting requirements.

VI. POLICY MANAGEMENT REQUIREMENTS

Administrative revisions to the policy may be made by the ~~Phoenix Business and Workforce Development Board~~ Board Executive Director, with notice to the Board's Executive Leadership Committee. All other substantive revisions will go to the Board's Executive Leadership Committee for review and

 <small>CITY OF PHOENIX</small> <small>A proud partner of the americanjobcenter network</small>	<i>Effective Date:</i> 09/25/2024	<i>Type:</i> <input checked="" type="checkbox"/> Policy <input type="checkbox"/> Procedure <i>Function:</i> Business Services	Page 7 of 7
Phoenix Business and Workforce Development Board <small>(approval authority)</small>	<i>Revised Date:</i> 03/23/26	<i>Section # & Title:</i> 600 – Training Services	
	<i>Date Approved:</i> 11/14/2019	<i>Subject # & Title:</i> .604 Incumbent Worker Training (IWT)	

recommendation to the Board for approval.

VII. ADDITIONAL OR MISCELLANEOUS INFORMATION

A. Incumbent Worker Training Application Assessment Rubric – See Attachment A

DRAFT

Attachment 3.A - Public Comment

Name	Email	Page	Comment	Response
Matthew Rich	mrich@nautilussys.com		Nautilus has participated in two different contracts for the IWT program. Overall we appreciated the program and it was extremely beneficial to our employees. I was the manager of the program here at NSI. I hope that you plan to keep making this available.	Thank you for the feedback, there is no intention at this time to curtail the IWT program
Matthew Rich	mrich@nautilussys.com		The application process could be streamlined and the requirements for participation and eligibility could be more clearly presented. There is a lot of information that needs to be gathered upfront to get started. Maybe a tiered process where training estimates and classes can be used to start. Then define them further after approval or acceptance to the program.	This information will be passed to the Business Services Team as they update the IWT application to streamline the application process.
Matthew Rich	mrich@nautilussys.com		The first contract was frustrating as the "rules" seemed to keep changing (total compensation amount, average of everyone at a certain level, etc.) there were too many hoops and metrics to try to figure out. It was also challenging when my City of Phoenix contact changed often. Each person seemed to do it differently.	This feedback will be shared with the Business Services Team to ensure there is a consistent management of IWT contracts and to ensure that the requirements for eligibility and reporting are clear from the outset.
Matthew Rich	mrich@nautilussys.com		I don't understand the "Registered with Selective Service" column. and what it has to do with eligibility to training within our company.	This is in reference to the application, not the policy. This will be shared with the Business Service Team so as they update the IWT application.
Matthew Rich	mrich@nautilussys.com		The Section III spreadsheet was extremely cumbersome to fill out the first time I was doing it. it was not clear how it worked. With a number of back and forths with my City of Phoenix contact, I figured it all and it was easier for the second application. The requested information takes some time to either ask or pull from another internal HR system. Some of the main confusion was how the In-Kind worked vs. Tuition and if both can be used or just one, depending on total amount etc.	This information is in reference to the application, not the policy. This will be shared with the Business Services Team as they update the application.
Matthew Rich	mrich@nautilussys.com		Quarterly reports were easy to complete. No issues there, I did depend on my City of Phoenix contact to send a request for the report.	Thank you for the feedback, Business Services Team is required to collect information quarterly and will remain a resource to employers through their IWT contract.
Matthew Rich	mrich@nautilussys.com		Seems as though there is additional funding for IWT in 2026. I was trying to clarify with my City of Phoenix contract on how to start the application again and for what time period I would do that, and unfortunately I could not get a straight answer from my contact. I started to put the Section III together and plan some training classes, but I didn't know the time frame for the funding.	Section V.E answers this question. A company may utilize up to \$50,000 in work-based learning funding in a calendar year. Depending on program funding and successful completion of the first contract, an additional contract of up to \$50,000 may be entered into pending successful application.



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.

	Effective Date: 1.12.18	Type: X Policy <input type="checkbox"/> Procedure Function: Career Services Division	Page 1 of 5
	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;](#)

	Effective Date: 1.12.18	Type: X Policy <input type="checkbox"/> Procedure Function: Career Services Division	Page 2 of 5
	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)	

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. 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~~

~~7.8. 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;
 - b. General employment competencies and occupation-specific skills;

	<i>Effective Date:</i> 1.12.18	<i>Type:</i> X Policy <input type="checkbox"/> Procedure <i>Function:</i> Career Services Division	Page 3 of 5
	<i>Revised Date:</i> <u>03/23/26</u>	<i>Section # & Title:</i> 600 Training Services	
Phoenix Business and Workforce Development Board (approval authority)	<i>Date Approved:</i> 1.11.18	<i>Subject # & Title:</i> .605 On-The-Job Training (OJT)	

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.

CD. 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~~ compliant with local and Federal minimum wage standards; and
6. Training introduces practical knowledge of new technologies or upgrading skills to new job that requires additional skills, or workplace literacy.

	Effective Date: 1.12.18	Type: X Policy <input type="checkbox"/> Procedure Function: Career Services Division	Page 4 of 5
	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)	

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

	<i>Effective Date:</i> 1.12.18	<i>Type:</i> X Policy <input type="checkbox"/> Procedure <i>Function:</i> Career Services Division	Page 5 of 5
	<i>Revised Date:</i> <u>03/23/26</u>	<i>Section # & Title:</i> 600 Training Services	
Phoenix Business and Workforce Development Board (approval authority)	<i>Date Approved:</i> 1.11.18	<i>Subject # & Title:</i> .605 On-The-Job Training (OJT)	

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

