



VIRTUAL MEETING

**Phoenix Business and Workforce Development Board
Executive Leadership Meeting
June 11, 2026
9:00am – 10:30am MST**

Location: VIRTUAL

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

2. Executive Leadership Committee April 9, 2026 Meeting Minutes

(See Attachment 2.A – 04/09/2026 Executive Leadership Committee Minutes)

The April 9, 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. Braided Funding Model

Committee members Pearl Esau and Stephanie Rimmer will present a proposed braided-funding model developed by the Align Investment Steering Committee. The model outlines a roadmap for identifying funding opportunities, engaging stakeholders in program development, meeting administrative requirements, ensuring transparency, and supporting continuous improvement.

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

5. Strategic Planning Retreat Debrief

(See Attachment 5.A – Board Strategic Planning Retreat Slides)

The Executive Leadership Committee will discuss the Board Strategic Planning Retreat, including discussing major themes and the proposed timeline to receive and finalize the 2026-2029 Board Strategic Plan.

RECOMMENDATION: This item is for information and discussion.

6. Arizona Workforce Summit Update

The Executive Leadership Committee will discuss their takeaways from the 2026 Arizona Workforce Summit, hosted by the Arizona Office of Economic Opportunity on June 9-10.

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
April 9, 2026: 9 a.m.**

Committee Members Present:

Karen Carter

Patrick Fitzhugh (Chair)

Scott Holman

Meghan McGilvra

Brandon Ramsey (Vice-Chair)

Stephanie Rimmer

Jason Schaffner

Sam Wolo

Public Attendees:

Gregg Bach

Erica Bennett

Diana Figueroa

Thomas Flynn

Mari Hicks

LaSetta Hogans

Delsy Maldonado

Luis Marquez

Hayden Maynard

James Montoya

Gustavo Nava

Jovanna Parkhouse

Demitria Robles

Rebecca Tierney

Stephanie Varela

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 April 9, 2026 Phoenix Business and Workforce Development Board (Board) ELC Meeting to order at 9:05 a.m. Roll call was completed with a quorum of seven members in attendance.

2. Approval of Minutes for ELC February 12, 2026 Meeting Minutes:

A motion to approve the February 12, 2026 Board Meeting Minutes was made by ELC Member Karen Carter and seconded by ELC Member Stephanie Rimmer.

Approved: Patrick Fitzhugh (Chair), Meghan McGilvra, Brandon Ramsey (Vice-Chair), Jason Schaffner, and Sam Wolo.

Opposed: None

Motion passed

3. Board Chair Updates:

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

- A National Association of Workforce Boards (NAWB) webinar on the FY 2027 President's budget would be held after the ELC meeting. He encouraged members to attend if they were able.
- The Central Arizona Regional Workforce Webinar Series would continue April 21 with Board members Meghan McGilvra and Kristin Emery participating. He encouraged members to attend if they were able.
- He reminded members that the Board strategic planning session would be May 18-19 at Terros Health, courtesy of Board Member Karen Carter.

Patrick shared that he, along with Karen and ARIZONA@WORK City of Phoenix Workforce Supervisor Rebecca Tierney, attended the NAWB conference in Las Vegas in March. He invited them to share their thoughts on the conference.

Patrick shared his key takeaways were utilizing innovative data capture and use it to drive programming, supporting durable sectors, and that the Board needs to take ownership in driving actions. Rebecca shared that a key takeaway for her was that boards need to elevate their storytelling. Patrick agreed that he feels that storytelling needs to be combined with data, because businesses are data driven. Rebecca said that there was discussion in most sessions about Artificial Intelligence (AI). Patrick shared that businesses are incorporating AI quickly and the Board needs to strategize on how to support the white-collar workers who may be displaced. He mentioned that in other countries, children are being introduced to AI in elementary school so they are familiar with it and know how to use it as they enter the workforce and this needs to be incorporated into the story as the Board works to support workers that need upskilling and how to make sure that they continue to support and upskill the underserved populations. Additionally, Rebecca mentioned how AI can be used to help people with disabilities to enter the workforce.

Karen shared that she attended a session that focused on how the Board can engage with legislators to raise the profile of the Board and needing to get a champion who speaks to workforce in their legislative bodies. She also shared that most of the boards she spoke to shared how their boards were trying to generate additional revenue to support programming. Karen shared that a key takeaway from a strategic planning session she attended was that the Board needs to ensure they engage in contingency planning, to plan for the worst in strategic planning. Patrick shared that some states showed tremendous growth in education and workforce, due in large part to employers and business leading the charge in a unified approach.

Scott Holman joined the meeting at 9:16 a.m.

4. Board Steering Committee Updates:

- **Align Investment Steering Committee (AISC) Updates:** AISC Chair Stephanie Rimmer shared that the AISC is in the process of finalizing a diagram for pursuing braided funding. She shared that primary barrier to concluding their work is the short timeframe until the current strategic plan timeline comes to an end. She shared that at their last meeting, the AISC reviewed the Board budget as well as more in-depth reporting related to Measurable Skills gains and credential attainment. Stephanie shared that the only strategic that is not green for the AISC is related to braided funding and having a model in place. ELC Chair Patrick Fitzhugh asked what the key barriers are to developing a model. Stephanie shared that the key barrier is not developing a model that is not workable for Board staff.
- **Instill Hope Steering Committee (IHSC) Updates:** IHSC Chair Karen Carter shared the upcoming Community of Practice will be held on April 30, focused on skilled trades and apprenticeships. She asked that Board members attend at least one session of the Community of Practice and that there be employer engagement if members know of any employers that should be involved in the series. ELC Vice-Chair Brandon Ramsey asked who is invited. ARIZONA@WORK City of Phoenix Project Manager James Montoya shared that the invites are shared to a list of about 250 people who are training or workforce service providers. City of Phoenix Community and Economic Development Data and Marketing Manager Gregg Bach shared that the events are shared to the community calendar and can be shared via social media if there's interest in that. Patrick asked if any of the chambers are invited. James shared that there are chambers of commerce who are invited. IHSC Vice-Chair Jason Schaffner said that the committee had started discussing topics that can engage the whole community and the topic with the most support seemed to be retention. Karen shared that with the industry labor market reports being updated, they are on track for all goals.
- **National Model for Mobility Steering Committee (NMMSC):** NMMSC Chair Meghan McGilvra shared that the committee is still reviewing the model infographic for career pathways to give good information to people considering moving into a new career. She said the committee is stalled on the workforce readiness initiatives. They have approved the objectives but have not been able to test which delivery model is strongest. She shared that the newest NMMSC Member Kristin Emery has offered to share data with the committee to inform their work. Meghan said the committee is interested in moving their career pathway work forward into the next strategic plan.

Stephanie Rimmer left the meeting at 9:35 a.m.

5. Training Services Policies:

ARIZONA@WORK City of Phoenix Project Manager James Montoya shared information about proposed changes to two policies:

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

James shared that the policies were updated because they needed to be streamlined and aligned with state policies. He explained that Incumbent Worker Training (IWT) is an employer reimbursement grant aimed at upskilling existing full-time employees. Reimbursement amounts vary based on employer size, and employer contributions can include in-kind support. On-the-Job Training (OJT) supports new hires by reimbursing employers for a percentage of wages during onboarding and training. Both programs are designed to increase worker skills while supporting business competitiveness.

He shared proposed updates to the IWT Policy:

- Page 1: Added multiple definitions to ensure consistency and understanding across staff and employers. These include Business Services Team, Incumbent Worker, IRAP, Registered Apprenticeship Program, and Related Technical Instruction.
- Page 2: Added employer responsibility to provide employee start dates. This was requested by Board staff to clarify documentation requirements.
- Page 3: Renamed the former “Business Customer Eligibility” section to “Employer Application and Requirements” for accuracy.
- Page 4: Clarified how the IWT Assessment Rubric will be used, especially when funding is limited.
- Page 4: Added a new apprenticeship section. This clarifies that IWT funds may support apprenticeships, and identifies eligibility and required documentation.
- Page 4: Also increased the maximum funding per employee to \$5,000, aligning with existing training authorization policies.
- Page 4: The language around issuing a second contract was updated to allow more flexibility—meaning a second contract may be issued even if the first hasn’t fully exhausted its maximum funding, as long as outcomes have been met.
- Pages 5–7: Added the Industry Skills Grant section. This outlines purpose, funding structure, employer match requirements, eligibility, and allowable training activities.

James shared proposed removals from the IWT Policy:

- Page 3: Removed language restricting IWT use when employers already had internal training programs. Removed the wage-increase requirement from the Training Criteria section for consistency with earlier edits.
- Page 4: Removed outdated essential skills language that no longer aligns with Arizona Department of Economic Security (DES) requirements.
- Page 5: Removed the requirement to track wage increases in performance reporting, aligning with removal of the wage increase requirement. While this is removed as a requirement for consistency with removing the wage increase requirement to enter an IWT contract, the Business Services team will still be able to track these outcomes via traditional AJC tracking. Remaining edits were minor grammatical and formatting updates to improve consistency.

James shared that public comment is open until April 21, 2026 and that all businesses who have previously participated in work-based learning contracts have been notified of the public comment period. ELC Vice-Chair Brandon Ramsey said that he thinks any changes that will reduce the barriers to using services is good. ELC Member Sam Wolo said that when the policy is shared with the Board, staff may want to share how it will improve the experience for the end user.

ELC Vice Chair Brandon Ramsey made a motion recommend the proposed changes pending public comment to 600.604 – Incumbent Worker Training Policy and ELC Member Jason Schaffner seconded the motion.

Approved: Karen Carter, Patrick Fitzhugh, Scott Holman, Meghan McGilvra, and Sam Wolo.

Opposed: None

Motion passed.

James shared proposed updates to the OJT Policy:

- Pages 1–2: Updated worker criteria to ensure full DES and WIOA alignment. This includes eligibility, documentation, priority of service, full-time employment requirements, and consumer-choice language.
- Page 2: Clarified that employers must be located within Maricopa County.
- Added clearer application and employer agreement requirements, including written training plans and prohibitions related to union organizing and labor disputes.
- Page 3: Updated wage requirements to reflect current minimum wage

standards.

- Page 4: Increased the per-employee funding limit to \$5,000, added contract duration, clarified ETPL exemptions, and added employer retention expectations.
- Added new performance reporting requirements for tracking training completion and post-training employment outcomes.

James shared information about proposed removals from the OJT policy: Language describing how OJT reimbursement works was removed from the purpose section because it's already clearly stated later in the policy. All other edits were minor formatting and grammar updates for consistency.

The public comment period is open through April 21, 2026 and employers who have engaged in work-based learning previously have been given the opportunity to comment.

ELC Member Karen Carter made a motion recommend the proposed changes pending public comment to 600.605 – On-the-Job Training Policy and ELC Member Scott Holman seconded the motion.

Approved: Patrick Fitzhugh, Meghan McGilvra, Brandon Ramsey, and Sam Wolo.

Opposed: None

Motion passed.

6. Member Roster and Board Member Engagement:

ELC Vice-Chair Brandon Ramsey shared a roster he developed with Board staff that shares information about the strengths and expertise of each Board member to help members know who they can lean on when developing initiatives. ELC Chair Patrick asked members if they would be comfortable using the document and potentially having it publicly posted. He shared the document could be used to market who the Board is on social media and what they do.

7. Call the Public and Open Discussion:

None

8. Future Agenda Items:

- Data storytelling strategy

9. Adjournment:

The meeting adjourned at 9:58 a.m.

Phoenix Business and Workforce Development Board

Strategic Planning Retreat

MONDAY, MAY 18-TUESDAY, MAY 19

Terros Healthcare | 3003 N. Central Avenue
Suite #400 | Phoenix, AZ 85012

Presenters

Samira Cook Gaines and Kesi Stribling
Purposeful World Strategies

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Mayoral Priorities

Mayoral Priorities

Key Investments: 2025-2026

- **Eviction Legal Services Program**
Allocation of \$1.2M, which will expand funding for legal assistance to ensure renters at risk of eviction have access to representation and support. This program helps keep families housed, prevents homelessness, and ensures fairness in the legal system.
- **Housing Trust Fund**
Increased investment by \$2M, which totals \$3.2M in the Housing Trust Fund, which will accelerate the development and preservation of affordable housing, while also supporting partnerships with nonprofits and community developers focused on housing solutions.
- **Homelessness Response & Services**
Allotment of \$4.5M for outreach teams, shelter services, and wraparound support helps meet people where they are and offers compassionate pathways off the streets and into stability.

Mayoral Priorities

Key Investments: 2025-2026

- **Youth & Community Development**
Additional investments in after-school programs, youth employment initiatives, and community centers provide safe, enriching environments for young people to grow and succeed.
- **Neighborhood Infrastructure & Public Safety**
Targeted improvements in streets, parks, lighting, and emergency response systems continue to strengthen the livability and safety of Phoenix's neighborhoods.

Ecosystem Alignment



Ecosystem Alignment

City of Phoenix Strategic Plan

Economic Development and Education Section

- Create and retain high-quality jobs focusing on key domestic and international business sectors.
- Foster an environment for entrepreneurial growth.
- Revitalize the urban areas of Phoenix.

Ecosystem Alignment

City of Phoenix Strategic Plan

Economic Development and Education Section

- Expand the City's revenue base.
- Develop and retain qualified talent to meet the needs of business and the community.
- Promote early literacy and prepare young children for academic success.

Participatory Strategic Planning

Participatory Strategic Planning



1. Practical
Vision

2. Underlying
Obstacles

3. Strategic
Directions

4. Focused
Implementation

Why: Harnesses collective intelligence and creates the critical scaffolding that will shape a strategic plan and empower operational implementation

1. Practical Vision



Practical Vision

If a mission statement is the assertive statement of purpose, the practical vision is the responsive description of that purpose in the short-term.



PBWD Board Mission

The mission of the Phoenix Business and Workforce Development Board is to fulfill the Six Purposes of the Workforce Innovation and Opportunity Act.



PBWD Board Vision

Phoenix provides an inclusive, world-class, sustainable quality of life that delivers opportunities for individuals, businesses, and communities to earn, learn, grow, and prosper.

Practical Vision Discussion

Consider the current PBWD Board vision and answer the following questions.

- Is the vision practical or impractical?
- What would make the vision practical?
- Which **internal** or **external** factors may influence the vision?

Draft Practical Vision

To drive a resilient, regionally focused economy through collaborative, data-driven workforce strategies that deliver inclusive, agile, and outcomes-focused opportunities for individuals, businesses, and communities to prosper.



2. Underlying Contradictions



Underlying Contradictions

What is blocking us from
reaching our vision?



Underlying Contradictions

Contradiction #1

Some **services** are not **effective or outcomes-driven**

Contradiction #2

There is no **Workforce Governance** to support workforce goals

Contradiction #3

Poor **data infrastructure and access** hinders critical performance measurement

Contradiction #4

We are ineffective at **communicating the Value Proposition**

Contradiction #5

Future Funding Structures have not been identified to build service resiliency

Ecosystem Alignment Priorities | Poll Results

Rank the Top 3 Priorities

Top 3 Priorities that Involve the Underlying Contradictions



Day 1 Recap

Key Highlights

Practical Vision

- Identified what we want to see in place 3 years
- Board values discussion
- Developed a Practical Vision for consideration

Day 1 Recap

Key Highlights

What do we want to see in place in 3 years?

- Anticipate Artificial Intelligence (AI) changes
- Identify data needed & use to make decisions
- Workforce representative on the Council
- Regional strategy to seek funding
- More emphasis on entrepreneurship

Day 1 Recap

Key Highlights

Draft Practical Vision Statement

To drive a resilient, regionally focused economy through **collaborative, data-informed workforce strategies** that deliver **inclusive, agile, and outcomes-focused opportunities** for individuals, businesses, and communities to prosper.

Day 1 Recap

Key Highlights

Underlying Contradictions:

- Communicating the Value Proposition
- Effective Outcomes-Driven Services
- Limited marketing strategy
- Future Funding Structures
- Workforce Governance
- Data Infrastructure and Access

3. Strategic Directions



Strategic Directions

What innovative, substantial actions will deal with the obstacles and move us forward toward our vision?



Strategic Directions

- **Strategic Direction #1**
Support the effectiveness and measurement of workforce services.
- **Strategic Direction #2**
Advocate for the development of Workforce Governance to support workforce goals.
- **Strategic Direction #3**
Establish data infrastructure that supports collaborative access and performance measures.

Strategic Directions

- **Strategic Direction #4**
Communicate the Value Proposition of the Board and the workforce ecosystem.
- **Strategic Direction #5**
Identify future funding structures to build workforce ecosystem resiliency.

4. Focused Implementation



Focused Implementation

- **Purpose:** To translate strategy into action.
- **Process:** Develop short-term and medium-term action steps, assign responsibilities, and establish timelines.
- **Outcome:** A practical roadmap for implementation with ownership across participants.

Strategic Planning Retreat

Day 2-in-Review

- Share a standout moment, idea, or question.
- What were your top takeaways from the Retreat?
- What strategic shift(s) are you thinking about - Board or individually - as a result of our sessions?

Post-Retreat Key Actions and Resources

Key Retreat Actions

Developed a Practical Vision for the next 3 years

Identified the Underlying Contradictions – challenges, barriers, and obstacles – to consider when creating the Plan

Built the Strategic Direction – innovative and substantial goals - that moves the Board toward its collective vision

Created a blueprint for achieving the goals for implementation that are specific, time-constrained, and measurable

Strategic Directions (Goals)

Strategic Direction #1

Support the effectiveness and measurement of the workforce ecosystem.

Strategic Direction #2

Advocate for the development of Workforce Governance to support workforce goals.

Strategic Direction #3

Establish data infrastructure that supports collaborative access and performance measures.

Strategic Direction #4

Communicate the Value Proposition of the Board and the workforce ecosystem.

Strategic Direction #5

Identify future funding structures to build workforce ecosystem resiliency.

Resources Referenced & Shared

- Phoenix Key Investments 2025-2026 ([link](#))
- Phoenix Summary Budget 2025-2026 ([link](#))
- City Manager's Strategic Plan: Economic Development & Education Section ([link](#))
- Budget Documents, Reports, and Timeline ([link](#))
- The Urban Institute – Upward Mobility Initiative & Dashboard ([link](#))

Last Call: Take The Survey!



Online Link

<https://tinyurl.com/phxretreatsurvey>

