



SECTOR PARTNERSHIPS FOR SHARED PROSPERITY

Pima County Workforce Investment Board
2014



2 Employers and One-Stop partners joined WIB members at the annual meeting in December 2013.

MESSAGE FROM THE CHAIR

After being elected as Chair of the Pima County Workforce Investment Board (WIB) in the summer of 2014, the first meeting that I chaired was at the Port of Tucson. A critical part of the Logistics sector in Pima County, the WIB thanks the Port for hosting both that WIB meeting as well as the Youth Council's Logistics Youth Career Expo in April 2014.



Logistics is one of the Industry Sectors the Workforce Investment Board has targeted to help provide workers with the skills employers seek. Another sector, and one of the most important we have targeted, is Aerospace, and I wish to thank Universal Avionics Systems Corporation for hosting the February 2014 WIB meeting. The WIB is currently focusing on six sectors critical to our region's economy.

Many business owners and managers who search for people with the qualifications they need are surprised to find that other companies in their industry often face the same skill set challenges. Monthly WIB meetings are often a forum for presentations and panel discussions that begin this dialogue. The One-Stop system follows up with surveys and collaborative efforts with training institutions that may result in the redesign of training curriculum.

A trained workforce fuels our community's economic well-being. By reaching out and working with employers, the Pima County Workforce Investment Board plays an important role in providing local employers with skilled and qualified employees.

The 2014 annual report highlights the key decisions, activities, and actions that demonstrate the accomplishments and ongoing work of the WIB and One-Stop Career Center staff in strengthening our workforce. The WIB and One-Stop continuously collaborates with local employers, educational, and nonprofit organizations to provide training that helps employees advance in competitive companies.

Please join the WIB in helping to shape our economic future. The WIB's monthly business meetings provides its members an opportunity to network with businesses and community leaders, and to participate in and benefit from industry-related presentations and discussions.

WIB meetings are normally held at Pima Community College's Community Campus. The WIB thanks the College for hosting these meetings, and recognizes the college for the critical role it plays in preparing our workforce.

The Pima County Workforce Investment Board works for all of us.

Paul Roughton, Chair



4 The WIB and TREG brought employers in key industry sectors together in September to talk about partnerships.

MESSAGE FROM BOARD OF SUPERVISORS

As chair of the Pima County Board of Supervisors and a member of the TREO Chairman's Circle, I commend the Pima County Workforce Investment Board (WIB) for working with TREO, training programs, and employer groups to build and strengthen our economy.

Our County recognizes the importance of identifying and working with industry sectors that have potential for long-term growth of quality jobs. We must build on the success of our local aerospace and defense, bioscience, logistics, and solar and other natural and renewable resources sectors.



This year, the WIB and TREO brought representatives of these sectors together with government, education and job training leaders to explore a new economic development approach: sector partnerships.

Sector partnerships involve companies within one industry working with educational institutions, government, and workforce and economic development groups to address common needs and pursue common opportunities.

A trained workforce is one common need that the WIB and the Pima County One-Stop Career Centers strive to address. They use federal Workforce Investment Act funds and grants, and cultivate partnerships with educational institutions and training organizations to help employers upgrade their employees' job skills and to provide career-focused training to job seekers.

This is the second year that the WIB and One-Stop have worked with more than 20 aerospace and defense-related manufacturers, Pima Community College and local high schools to prepare young people through education, certification and paid internships to replace a generation of retiring skilled machinists.

The WIB is made up of leaders from local businesses, educational institutions, and community and faith groups who are appointed by the Board of Supervisors. As unpaid volunteers, they provide recommendations on local workforce policy and oversight of the One-Stop.

On behalf of the Board of Supervisors, I thank the WIB members for their willingness to share their knowledge and experience and work with Pima County staff to meet our community's employment and training needs and pave the way for our community's shared prosperity.

Sharon Bronson, Chair, Pima County Board of Supervisors



6 The November 2014 Construction Career Days exposed youth to career opportunities in construction.

THE WORKFORCE INVESTMENT BOARD

Created under the federal Workforce Investment Act of 1998, the Pima County Workforce Investment Board (WIB) is made up of 45 leaders from local businesses, education, and community and faith groups who are appointed by the Pima County Board of Supervisors.

The WIB's Mission is "To strengthen the economy of Pima County by providing a qualified workforce through the One-Stop System."

The One-Stop Career Center is a part of Pima County government, administers funding and programs under the Workforce Investment Act and is part of the Arizona Workforce Connection, a statewide network of career centers.

One-Stop works to fulfill the Workforce Investment Board's vision of **"Quality Jobs • Qualified Workers."**

In its advisory capacity to the Board of Supervisors, the WIB has contributed to Pima County's 2012 Economic Development Plan and its 2014 Pima Prospers Plan.

The WIB meets on the second Friday of each month except July.

Most meetings involve presentations from local businesses, often as a panel of businesses from the same industry sector.

The WIB has identified six industry sectors with the potential for local growth and works with them to meet workforce demands and align education and training to meet changing industry needs:

- Aerospace and Defense
- Health Science
- Logistics
- Emerging Technologies
- Natural and Renewable Resources
- Infrastructure

The WIB's strategic plan includes the following long-term goals:

Goal 1: Continue to facilitate cross program strategies in order to better serve both industry sectors and sub-populations of disengaged workers:

- Enhance WIB membership by recruiting key sector leaders;
- Increase the number of active industry sector partnerships that create career ladders for workers; and
- Develop new methods of engaging unemployed and under-employed workers such as youth, older workers, the disabled, chronically unemployed adults, and dislocated workers.

Goal 2: Continue to develop key strategic partnerships between workforce, economic development, and education in order to meet the needs of employers and workers:

- Continue the border county Innovation Frontier Arizona initiative;
- Participate in Sun Corridor initiatives; and
- Facilitate partnerships with the Pima County Joint Technical Education District (JTED), Pima Community College and others to promote the development of new state of the art Applied Technology Training resources for all ages.



8 The Southern Arizona Manufacturing Partners group is working to prepare young people to become machinists.

HOW EMPLOYERS BENEFIT

Sector partnerships

Local businesses – with an assist from the Workforce Investment Board and the One-Stop Career Centers – are working together to address common issues while remaining competitive.

“The companies who formed the Southern Arizona Manufacturing Partners knew we were going to have a shortage of skilled machinists,” said Don Theriault, president of Industrial Tool, Die and Engineering. “We were able to work with Pima County to better coordinate high school and community college programs, and create internships and mentoring opportunities that lead to certificates and jobs. It’s a team effort that gets young people on track, fills employer needs and benefits the local economy.”

Eighteen high school graduates worked full time this summer with machinists at 10 local manufacturing companies in paid internships designed to lead to community college classes, certification and good-paying jobs by 2016.

The companies employing interns this summer were:

Abrams Airborne Manufacturing
AGM Container Controls
American Turbo Systems
B/E Aerospace
FLSmith

Hi-Tech Machining & Engineering
Industrial Tool, Die & Engineering
Johns Manville
Sargent Aerospace & Defense
Zygo Corp.

This is the second cohort of young people to enter the pilot program created by the unprecedented partnership of more than 20 local aerospace and defense-related companies who anticipated a critical shortage of precision machinists.

One-Stop and Southern Arizona Manufacturing Partners (SAMP) have worked with Pima Community College, Desert View High School and Tucson High Magnet School to redesign curriculum to close a skill gap and to convince young people and their parents that machining and other trades are lucrative and satisfying career choices, not dirty, dead-end jobs.

“Trying to make Tucson a mecca for manufacturing is what it’s all about,” said Bill Assenmacher, president of CAID Industries, a SAMP member.

As a result of its work with SAMP, Pima County was awarded a \$5.4 million federal grant in April to support a regional effort in Pima, Yuma, Santa Cruz and Cochise counties that will prepare and train 940 young people for critical jobs in local technology industries.

In September, the WIB and Tucson Regional Economic Opportunities (TREO) brought representatives from local health and bioscience, aerospace and defense, manufacturing, infrastructure, and transportation and logistics companies together with economic and workforce development groups to explore common opportunities.

In addition to workforce issues, sector partnerships nationwide have also explored common supply chain needs, sharing costs of distribution, and marketing and branding as a region.



10 The WIB's Youth Council organizes youth career expos focusing on industry sectors.

HOW EMPLOYERS BENEFIT

Special projects

Dependable Nurses Inc., part of the Dependable Health Services Organization, partnered with One-Stop, PPEP Inc. and Pima Community College's Pathways to Healthcare Program this year to assist and provide supportive services and continued education opportunities to its entry-level health-care workers.

A Health Profession Opportunity Grant authorized by the Affordable Care Act and awarded by the U.S. Department of Health and Human Services allowed One-Stop to offer five health-care employers \$24,000 each to participate in a pilot training program aimed at improving employee performance and retention.

The training could include customer service, interpersonal skills, work ethic, attitude, time management, reliability, workplace relationships, safety protocols, clinical practice protocols, company policies and procedures, or other topics the employer needs.

The supportive services available to Dependable Nurses Inc., its applicants and employees included financial assistance to obtain fingerprint cards; CPR/first aid certifications; Article 9 certifications; transportation assistance; license renewals; and training in employable soft skills and English literacy classes.

Continuing education covered by the grant could help employees become certified nursing assistants or licensed practical nurses.



Depending on available grants, WIB and One-Stop are able to help companies that need to upgrade their employees' skill sets.

"This grant enabled four members of our team to further their career path at a critical time for them and for the company. At least two of the men had come to me and expressed that they felt they were at a crossroads with their career and wanted to explore other possibilities. We wanted to keep them with the company and we wanted them to improve so this grant changed their career path and their lives. Having a CDL in our industry gives you the highest standing and you could see the new sense of confidence the men got after completing the training and beginning their training on real time jobs. Many thanks to all who made this happen."

*Deborah Hall, Operations Manager
Suddath Relocation Systems*

"This training will help our teams prepare for the next generation of success in this organization, streamline our processes and allow for a more fully utilized leadership and technology structure. All of these factors will enable us to open up to more jobs, higher skilled labor and ultimately our economic growth will benefit the area by increased taxes and a continuing positive presence in our community. Our goal is to build a better future, give back to our employees and community. This funding allows us to do so more affordably and quicker than would otherwise be possible."

*Denise Mahaffey, IT Director
TM International*



12 The November 2014 Construction Career Days exposed youth to career opportunities in construction.

HOW EMPLOYERS BENEFIT

On-the-job training

"I would like to recommend the OJT (on-the-job training) program. I hired two employees using the OJT program and will do it again. As an employer, most of the cost of hiring an employee who is not fully experienced in the field is the training. The OJT program helped the employee learn the skills necessary for full-time employment in our company. It's a great way to gain hands-on job experience."

Jacki Fisher, Owner, Images Enterprises

The On the Job Training (OJT) Program is useful for employers who have an occupation with unique skill sets. If the employer wants to try the OJT route, the employer provides One-Stop with a job description. One-Stop prepares a contract, and the contract includes critical training requirements, benchmarks and wage reimbursement schedule.

One-Stop then searches through its pool of persons who have been determined eligible for particular programs, and refers several to the employer. If the employer selects one, One-Stop and the employer will agree on the training needed for the person, the employer will hire the person, and One-Stop will reimburse half the wage as training benchmarks are reached.

Other services and support

"I would like to add my support for the great job Ben and One-Stop do in supporting the Sherwin-Williams Painter Training Program. They have provided the class with excellent students for every class I have done in Tucson. I could not ask for better support. The program in Tucson is a great success and most of that success belongs to Ben and the excellent job he does in recruiting for each class."

Bob Ballew, Trainer, Sherwin-Williams Co.

"Sturgeon Electric is fortunate to have Elizabeth, a military veteran and a second-year apprentice, working for our company. When Elizabeth arrived for her new hire orientation, she brought with her tools and a tool bag she received from the Pima County One-Stop. We are grateful Elizabeth was provided the resources she needed to be successful with Sturgeon and the electrical apprenticeship program."

Rocio Miranda, Office Manager, Sturgeon Electric Co.

"Jerry is employed with our company as a first-year apprentice electrician. Jerry had no previous experience in the trade prior to coming to work for us. Pima County One-Stop provided him with the tools that he needed to work in the electrical industry and enabled him to be immediately productive. The assistance the Pima County One-Stop provides to our first-year apprentices is extremely valuable and increased the overall success of the apprenticeship program."

Jay Hobbler, Vice President, Commonwealth Electric Company of the Midwest

● Pima County One-Stop Affiliates

One-Stop partner programs

Community Outreach Program for the Deaf
268 W. Adams St.

DK Advocates • 1502 E. Broadway Blvd.

Fred Acosta Job Corps • 901 S. Campbell Ave.

Goodwill Industries
1940 E. Silverlake Road, Suite 405

Las Artes Arts & Education Center • 23 W. 27th St.

Pima Vocational High School
97 E. Congress St., Ste. 30
5025 W. Ina Road

Project PPEP • 802 E. 46th St.

SER-Jobs for Progress • 40 W. 28th St.

Tucson Indian Center • 97 E. Congress St.

Tucson Urban League • 2305 S. Park Ave.

Tucson Youth Development • 1901 N. Stone Ave.

Salazar-Ajo Library
15 W. Plaza, Ajo AZ



Caviglia-Arivaca Library
17050 W. Arivaca



Joyner-Green Library
601 N. La Cañada

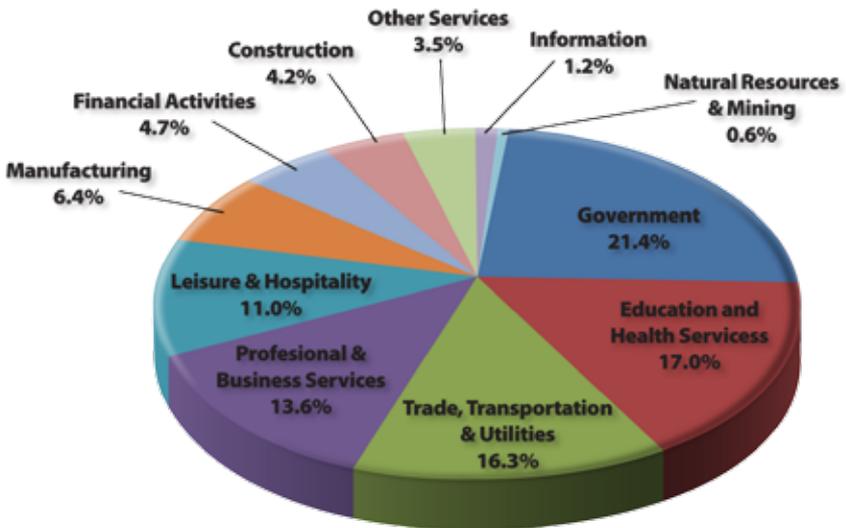


Sahuarita Library
725 W. Via Ranch Sahuarita



Pima County Industry Employment Share

2013 Annual Average, Not Seasonally Adjusted



Source: Arizona Office of Employment and Population Statistics



16 The Kino Veterans' Workforce Center connects veterans with employers and career opportunities.

WORKFORCE INVESTMENT ACT-FUNDED PROGRAMS

The Workforce Investment Board was created under the federal Workforce Investment Act in 1998. Each year Pima County receives Workforce Investment Act funds to operate the One-Stop system and serve eligible youth, adults and dislocated workers.

The Workforce Investment Act pays for the local One-Stop Centers. These Centers anchor a variety of programs and have several agencies working in them on a variety of programs. During the year more than 700 employers and 14,094 persons received a service through One-Stop. Almost all found the service "Satisfactory" and 87 percent rated it as "Very Satisfactory." Of those that came in, 33 percent requested help finding a job, 29 percent requested vocational training, 20 percent requested emergency assistance, and 18 percent wanted self-help employment search and other services.

WIA adult, youth and dislocated worker programs combined to generate the following numbers:

3,310	Served
1,751	Skill training scholarship
222	Earned high school diploma or GED
1,144	Obtained a job

Starting average wages in industry sectors

\$13.00	Natural and renewable resources
\$14.43	Aerospace and defense
\$14.10	Logistics
\$11.79	Infrastructure
\$13.39	Health and bioscience

A critical component of the One-Stop's workforce system is vocational classroom training. Training providers must meet criteria, such as demand for the job, accreditation, and reasonable wage outcomes, for their training programs. Individuals have to be eligible for a training program. Individuals must also show that they have a reasonable expectation of success, and one of the ways that One-Stop does this is requiring training candidates to interview people who work in the training field and employers who hire in the field.

There are many excellent training providers in Pima County. Because about half of One-Stop trainees select a program at Pima Community College, the college and One-Stop co-fund two college staff, who are housed at each major One-Stop and provide assistance to persons in training at the college.

Through this process One-Stop spent \$2,800,846 to provide tuition scholarships and an additional \$325,367 on books, certification fees, bus passes, and tools to WIA-eligible adults, dislocated workers and youth in training. One-Stop also spent \$538,318 on tuition scholarships for 279 veterans through a special veterans grant.

One-Stop's business team used a special skills training grant to help 40 employers upgrade 226 employees' technical skills. One-Stop spent \$558,199 from this grant, which was matched by a like amount, to help employers offset these training costs.



18 Kino Service Center

PIMA COUNTY ONE-STOP CAREER CENTER

Kino Service Center

2797 E. Ajo Way, Tucson, AZ 85713

Phone: 520-724-7700

Fax: 520-724-6799

Serves local employers and persons who have been laid off.

Rio Nuevo Service Center

340 N. Commerce Park Loop, Tortolita Building, Tucson, AZ 85745

Phone: 520-724-7600

Fax: 520-724-1266

Serves local employers and unemployed adults and youth.

PIMA COUNTY ONE-STOP SATELLITE LOCATIONS

Kino Veterans' Workforce Center

2801 E. Ajo Way (next door to the Kino Service Center), Tucson, AZ 85713

Phone: 520-724-2646

Helps employers hire veterans and helps veterans find jobs and get training, benefits and support services.

Youth Employment One-Stop Center

2323 S. Park Ave., Tucson, AZ 85713

Phone: 520-724-9649

Fax: 520-622-1633

Serves out-of-school and in-school youth ages 14-24 seeking support in developing educational and career pathways.

Sullivan Jackson Employment Center

400 E. 26th St., Tucson, AZ 85713

Phone: 520-838-3300

Fax: 520-838-3320

Serves local homeless youth and adults.

Arizona Department of Economic Security (DES)

East

1455 S. Alvernon Way, Tucson, AZ 85711, 520-584-8226

North

316 W. Fort Lowell Road, Tucson, AZ 85705, 520-638-2230

South

195 W. Irvington Road, Tucson, AZ 85714, 520-638-2350

PIMA COUNTY PUBLIC LIBRARY

Works with the WIB and One-Stop to provide workforce services at its 27 branches.



20 New Youth Employment One-Stop Center provides young people with educational and career resources.

YOUTH SERVICES

PIMA COUNTY YOUTH EMPLOYMENT ONE-STOP CENTER

2323 S. Park Ave.

Tucson, AZ 85713

Phone: 520-724-9649

One of the most exciting aspects of the new Youth Employment One-Stop Center is JTED's (Joint Technical Educational District) interest in housing an aviation training program there. This program would be a stepping-stone to Pima Community College's state-of-the-art Aviation Training Center.

The Youth Employment One-Stop Center supports local businesses of all sizes by offering:

Subsidized temporary employees/internships You provide the worksite, skills training, guidance and supervision and we provide 100% of the payroll for interns.

This summer, 1,309 young people were placed with private employers and in government agencies or attended Pima Vocational High School at a cost of about \$2,000 per youth. All participants attended an employability skills workshop and learned a variety of workplace skills.

Participants earn minimum wage for workforce experience placements and a stipend (variable) for basic education. These funds were pieced together from grants, employers and the Board of Supervisors. The youth in turn spent their nearly \$2 million in income at local businesses.

There were approximately 450 worksites including:

Airtronics	G&J Development
American Eagle	Grand Cinemas
Arizona Athletics	Hi-Tech Machining & Engineering, Inc.
Arizona Geological Survey	Home Goods
(added \$2.10 hourly = \$10)	Horizon Moving Systems
Arizona Pest Control	Industrial Tool, Die & Engineering
Ballistic Fabrication	Pima County Public Library
Blackjack Pizza	Mr. Electric
Bombardier	Nova Home Loans
Boys & Girls Clubs of Tucson	Offshore International
Brewd – a coffee lounge	Patio Pools & Spas
Chapman Mercedes-Benz	Reid Park Zoo
City of Tucson	Road Machinery
DHL	Robeks Fresh Juice & Smoothies
DMAFB	Ronald McDonald House
Eye Care & Cure	Sargent Aerospace & Defense
Food Conspiracy Co-op	Southwest Gas
Future Builders	State Farm



22 Seventy-three young people obtained their GEDs through Las Artes Arts & Education Center in 2013-14.

More than 4,500 young people applied to participate in the program this year.

Partnerships with your industry Pima County has worked closely with leaders in many local industries to research and identify specific talent and skills gaps and to develop cooperative training programs – whether on-the-job, in the classroom or both – to address these gaps, sharing training costs with employers.

Innovative internship programs Too often, internship programs fail to meet expectations due to a lack of planning or because important factors like workplace culture or an intern’s aptitudes have been overlooked. We’re developing new protocols to guide organizations in developing and implementing internship and employee development programs that take into account business and individual needs and strengths.

On-the-job training This program is designed to identify and address a skill gap for an otherwise qualified new employee. We cover up to 50% of the wages for a new hire during the specified training period – allowing businesses to hire without carrying the entire burden of new employee training costs.

Pledge-a-Job Young job seekers ages 16-21 who have met or exceeded basic skills requirements are waiting for your organization to “pledge” a job. For more information, email us at pledgeajob@pima.gov.

PIMA VOCATIONAL HIGH SCHOOL

Pima Vocational High School (PVHS) is a School-to-Work Charter School started by Pima County in 2000 to help young people ages 16-21 earn a high school diploma and obtain a sustainable job through career-oriented work experience in an applied academic setting. Students also have the opportunity to work as interns in various work placements to gain on-the-job experience.

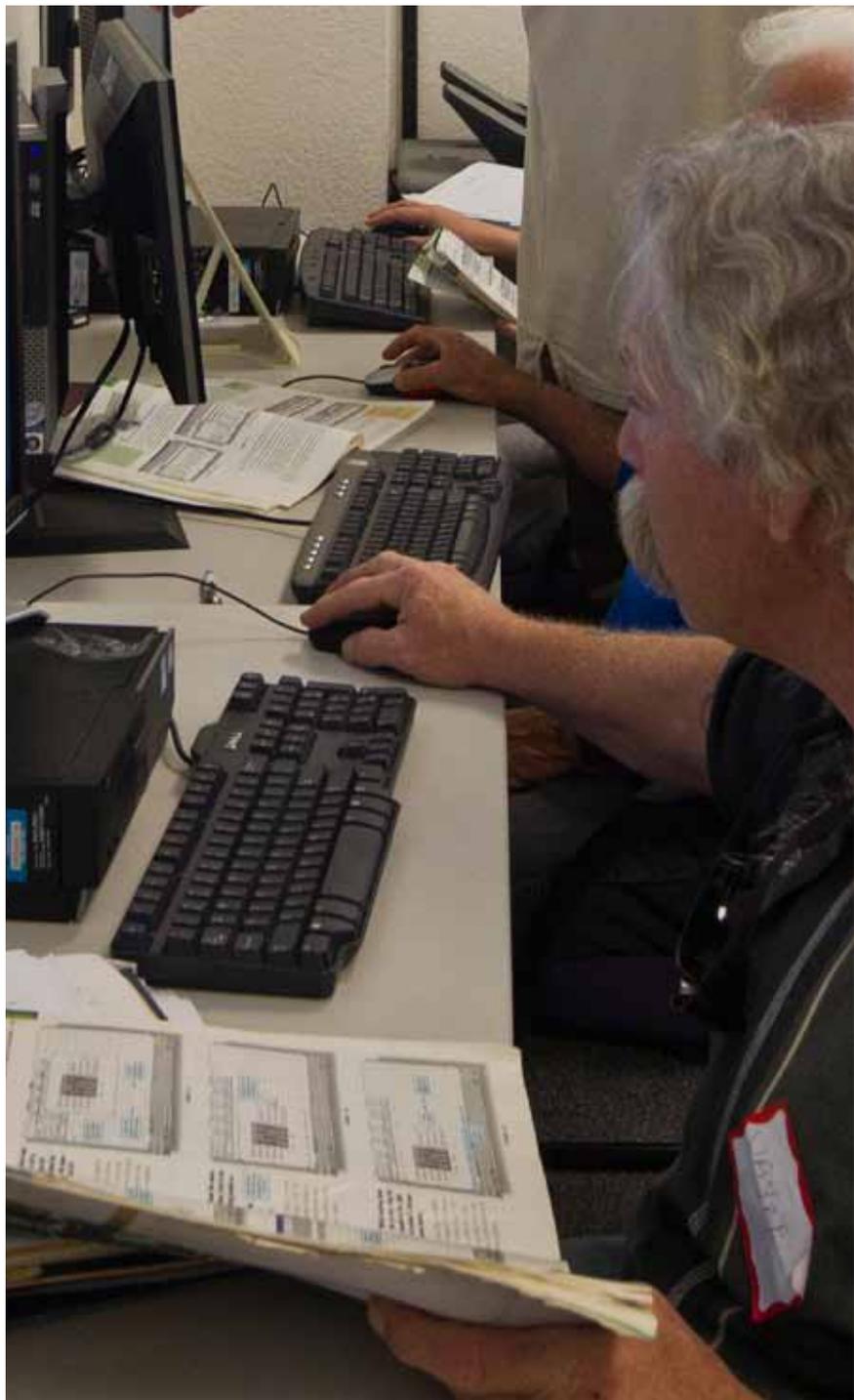
PVHS offers small classes at two campuses: Downtown Tucson, 97 E. Congress St., Ste. 30; and Northwest, 5025 W. Ina Road.

PVHS graduated 53 students in fiscal year 2013-14.

LAS ARTES ARTS & EDUCATION CENTER

Las Artes Arts & Education Center combines structured classroom study at 23 W. 27th St. in South Tucson with community art projects to help youth ages 17-21 prepare for general education development (GED) testing and build employability skills. Las Artes graduates make a positive transition into the workplace, higher education and have greater opportunities for sustainable employment and education with marketable job skills.

In fiscal year 2013-14, 73 young people obtained their GEDs through Las Artes.



24 One-Stop offers job seekers a series of seminars, including computer fundamentals and interview skills.

OTHER ONE-STOP SERVICES

Sullivan Jackson Employment Center (SJEC), in collaboration with other homeless service providers, offers training and employment services to meet the needs of homeless people seeking to enter the workforce. The Jackson Center is the only program of its type in Arizona and one of a handful of similar programs in the nation.

SJEC opened in 1986 and now assists an average of 200 homeless people to secure unsubsidized employment and transitional housing every year. At last year's average wage of \$9.17/hour and 65% retention rate, that translates into nearly \$2.5 million of taxable annual income added to the local economy, in addition to savings from reduced dependency on public services.

Outplacement Services assists employers and their employees in advance of a layoff or company closure. The services can be customized to each layoff and to each company's needs in order to help manage the workforce reduction and transition of employees into new jobs, *at no cost to employers or employees*.

Outplacement Services were made available to 16 companies carrying out closures or workforce reductions affecting 510 employees in fiscal year 2013-14.

HOW WORKERS BENEFIT

Mark came to the One-Stop in January 2011 after being laid off from the Moving & Storage Industry, where he worked as a Quality Control Manager.

April 2011, the One-Stop paid for CDL training. May 2011, Mark achieved his CDL. He was hired by Danville Services and then Reynolds Logistics. Today, Mark is an owner operator of Origin Destination Services, LLC. He is on target to earn \$200k this year.

Today, October 30, at the Kino One-Stop, he said, "You turned someone like me into a diamond!"

Several years ago he said he was in a deep dark place and now he has nowhere to go but up.



I did it. I got the job I wanted. It is with Donor Network of Arizona. The position I was hired for is Hospital Donor Program Development Coordinator, Donor Program Development.

So as a result I no longer need all those great emails. At your convenience, please take me off your distribution list.

I want to thank you for all the great programs. There is no doubt in my mind that it is because of all the training and great programs offered at Pima County One-Stop for dislocated workers that I got this job. Whether it be resume writing, skills assessment or interview techniques (that was a big one for me!), they all worked together to help me get the job I wanted. Thank you to everyone there!

Brian

WORKFORCE INVESTMENT BOARD 2013-2014 MEMBERS

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Tucson Airport Authority

Linda Arzoumanian

Office of the Pima County
School Superintendent

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Ramon Serrato

Serrato Corporation

Alan Storm

Pima County Joint Technical Education District

Julia Strange

TMC HealthCare

Pamela Sutherland

Connecting the Dots

Mike Verbout

International Brotherhood of Electrical Workers, Local 570

Frank J. Watts Jr.

U.S. Federal Government/Military

James Zarling

Excel Mechanical, Inc

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Dorothy Kret

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4th Vice-Chair

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Vaughn Croft

Office of the Pima County School Superintendent

Past Chair

Gregg Johnson

University of Phoenix

THE FOLLOWING MEMBERS LEFT THE BOARD DURING THE YEAR AND WE THANK THEM FOR THEIR SERVICE:

Johnson Bia

Pima Community College

Clayton Hamilton

Outside Input LLC

Lydia Kennedy

ReActivate, New & Used Activewear

Suzanne Lawder

Goodwill Industries of Southern Arizona

Rita Martinez-Purson

University of Arizona

Charles Monroe

Lutheran Social Services

Noreen Nelson

Retired Aerospace & Defense

Bev Paul

ASARCO

Regina Romero

Tucson City Council-Ward 1



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Arthur Eckstrom, Director