



MEMORANDUM

Date: December 3, 2018

To: The Honorable Chairman and Members
Pima County Board of Supervisors

From: C.H. Huckelberry
County Administrator

A handwritten signature in black ink, appearing to be "CHH", is written over the printed name "C.H. Huckelberry".

Re: **Workforce Training**

There has been numerous discussions regarding workforce training particularly with the Tucson Metro Chamber of Commerce. In fact, the Tucson Metro Chamber of Commerce is involved in an experimental computer job-matching program for Veterans.

I recently asked Chief Deputy County Administrator Jan Leshar and Community Services, Employment and Training Director Arnold Palacios to outline the County's efforts and activities associated with reemploying Veteran talent in the civilian workforce. The attached October 23, 2018 Whitepaper prepared by Mr. Palacios and October 30, 2018 cover memorandum from Ms. Leshar outlines the County's involvement in Veterans workforce training.

It should be noted that Pima County established the very first Veterans OneStop in the United States and has been successful in transitioning trained and qualified military personnel to civilian employment.

The most recent County-sponsored job fair took place on November 7, 2018, which drew 45 employers and 188 job seekers for employment and placement evaluation. Additionally, our Veteran's Program team, aside from the daily Veteran's Center operations, has participated at Davis-Monthan Air Force Base (DMAFB) in the Transition Assistance Program for separating and retiring military personnel on November 9, 2018 and November 30, 2018 and scheduled for December 14, 2018. There are approximately 70 participants at each of these sessions. In addition, the County Veteran's team provides employment and resource information at the weekly Capstone events at DMAFB for approximately 40 to 45 participants.

CHH/anc

Attachments

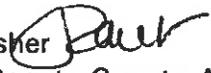
c: Jan Leshar, Chief Deputy County Administrator
Arnold Palacios, Director, Community Services, Employment and Training



MEMORANDUM

Date: October 30, 2018

To: C. H. Huckelberry
County Administrator

From: Jan Leshner 
Chief Deputy County Administrator

Re: **Whitepaper Regarding the Formation, Function, Benefit and Output of the Kino Veterans' Workforce Center**

Your memorandum of October 22, 2018 (Attachment I) asked that staff develop a whitepaper regarding the Pima County One-Stop Kino Veteran's Workforce Center, noting that the County's efforts may have been overshadowed by other community partners. In addition to directing staff to attend and participate in the Tucson Metropolitan Chamber's job fair matching program that occurred last week, you asked that staff:

- Recite the history and formation of the Kino Veterans' Workforce Center, its purpose, how it is staff and connected with the military installations;
- Provide appropriate metrics regarding job placement of separating military service individuals in any form of employment, including aerospace and defense;
- Provide an appropriate determination of how well the military skills levels are matched and required in civilian employment;
- Make an assessment as to how successful a computer matching system would be as a substitute for the Kino Veterans' Workforce Center employment services;
- Develop historical metrics regarding the number of separating military service personnel who have been matched with employment in Pima County or southern Arizona as a result of the Kino Veterans' Workforce Center efforts; and
- Quantify the annual cost associated with operating the Kino Veterans' Workforce Center and the sources of revenue used to operate the system.

The attached White Paper—*Kino Veterans' Workforce Center Redeploying Veteran Talent in the Civilian Workforce* by Arnold Palacios, Director of the Community Services, Employment and Training Department (Attachment II)—responds in detail to your questions.

In summary, Pima County has been a proponent and leader in veterans' employment initiatives for 15 years, serving the 120,000 veterans residing in southern Arizona, which represents 12 percent of the overall adult population, as compared with 8 percent nationwide. The outstanding work of the County was recognized in 2010 through a special site visit by Labor

C.H. Huckelberry, County Administrator

Whitepaper Regarding the Formation, Function, Benefit and Output of the Kino Veterans' Workforce Center

October 30, 2018

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Secretary Hilda Solis and a joint visit by the Secretaries of Veterans Affairs, Labor and Housing and Urban Development in 2015. These initiatives and outstanding work include the following activities:

- Pima County won its first grant from the U.S. Department of Labor Veterans' Employment and Training Service in 2003;
- The Southern Arizona Veterans' Workforce Investment Program launched in 2006, which built upon Pima County's successful Homeless Veterans Reintegration Program partnerships.
- The Kino Veterans' Workforce Center (KVWC) opened in 2012 to assist military veterans re-entering the community and civilian workforce.
- The Pima County One-Stop led the convening of partners to develop a Veteran-Centric Service Model.
- The KVWC includes representatives from the Workforce Innovation and Opportunity Act Program, the State of Arizona/Department of Labor Jobs for Veterans/Disabled Veterans Outreach Program, the HUD Veterans Affairs Supportive Housing (VASH) employment program, Veterans Affairs Community Employment Services and the Support Services for Veterans and their Families Program. The U.S. Department of Labor/Arizona DES Jobs for Veterans program has assigned a fulltime outreach specialist and a part-time Veterans' Employment Representative at the site.
- Affiliated with ARIZONA@WORK, which observes mandatory protocols for Veterans' Priority, the KVWC utilizes azjobconnection.gov, which currently contains 68,834 active job postings and 28,313 resumes.
- The Federal USAjobs.gov system is also used by KVWC, which is the only way to apply for a variety of federal jobs, including veteran-specific hiring options and which features a special platform for applicants who are veterans.
- KVWC has been an active participant in the Arizona Coalition for Military Families' Arizona Roadmap to Veteran Employment, which has successfully promoted the Department of Defense's Skillbridge Program that allows active-duty personnel preparing for transition out of the armed forces to intern in the community while continuing to receive military pay.
- KVSC helps to coordinate employer participation in bi-weekly Capstone programs at Davis-Monthan Air Force Base (DMAFB) to connect separating military with employers prior to departure from DMAFB.

C.H. Huckelberry, County Administrator

**Whitepaper Regarding the Formation, Function, Benefit and Output of the Kino Veterans'
Workforce Center**

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- Pima County has been a lead partner with the University of Arizona's Tech Park in the regional Next Steps for Vets, partnering with selected industries.
- In just the past year, KVWC hosted two major veteran's job fairs and 24 smaller hiring events, which engaged 162 employers and 400 job seekers. The interagency KVWC team participated in an additional 136 events over the past 12 months. The biannual ARIZONA@WORK Veterans' Job Fair typically engages 50 employers and 150 to 200 job seekers.
- Pima County works closely with the Federal Aviation Administration, Pima Community College and DMAFB to connect separating and former military members and the local aerospace industry through a variety of programs.

Pima County has been deeply invested in collaborative veterans' employment initiatives for 15 years, utilizing a variety of individualized services and continues to be a leading advocate for a multi-pronged strategy to success. Based on this experience, the recent proposal by the Tucson Metropolitan Chamber of Commerce, suggesting a \$500,000 investment to fund a computerized match system, is simply too much money for a single tool.

JKL:lsm

Attachments

- c: Arnold Palacios, Director, Community Services, Employment and Training
Dr. John Moffatt, Director, Economic Development Office
Patrick Cavanaugh, Deputy Director, Economic Development Office

ATTACHMENT I



MEMORANDUM

Date: October 22, 2018

To: Jan Leshar
Chief Deputy County Administrator

From: C.H. Huckelberry
County Administrator

Arnold Palacios, Director
Community Services, Employment
and Training

Re: **Whitepaper Regarding the Formation, Function, Benefit and Output of the Kino Veterans' Workforce Center**

Please develop a whitepaper regarding the Pima County One-Stop Kino Veterans' Workforce Center. Apparently, its performance and importance has been overshadowed by a potential initiative of the Tucson Metropolitan Chamber of Commerce to match veteran skills with civilian workforce in the aerospace and defense industries. It is appropriate to recite the history and formation of the Kino Veterans' Workforce Center, its purpose, how it is staffed and connected with the military installations.

Appropriate metrics should also be provided regarding job placement of separating military service individuals in any form of employment, including aerospace and defense with an appropriate determination of how well the military skill levels are matched and required in civilian employment.

Based on our experience of veterans employment placement in civilian jobs, we need to make an assessment as to how successful we believe a computer matching system envisioned by the Chamber of Commerce would be as a substitute for the Kino Veterans' Workforce Center employment services.

In addition, it would be appropriate to develop historical metrics regarding the number of separating military service personnel who have been matched with employment in Pima County or southern Arizona as a result of the Kino Veterans' Workforce Center efforts. It would also be appropriate to quantify the annual cost associated with operating the Kino Veterans' Workforce Center and the sources of revenue used to operate the system. Such is important to understand especially if we are asked to provide fiscal support for the sole sourced computer system being proposed by the Tucson Chamber of Commerce. It is also important we participate in and observe their job fair matching program that will soon occur.

CHH/anc

ATTACHMENT II



Kino Veterans' Workforce Center

Redeploying Veteran Talent in the Civilian Workforce

Arnold Palacios, Director
Pima County Community Services,
Employment and Training
Department

October 23, 2018

Background

Unemployment in the United States is at an all-time low, and labor shortages are occurring in many industries. One of the fastest-growing job segments is technical occupations. These jobs require some post-secondary education, but not a four-year degree. Workers in these fields need a strong math foundation, critical thinking ability, soft skills, and the ability to pass a background check. Under current conditions most workers with these qualities are already employed.

Pima County has a strong interest in training workers to fill these jobs, as they command above-median earnings and play a prominent role in tech and manufacturing. In this context, engaging recently-separated veterans to train for, or transfer their skills into, these fields is a key strategic opportunity.

With close to 120,000 veterans residing in Southern Arizona, veterans represent 12% of the overall adult population, as compared with 8% nationwide¹. Of those 18% are post-9/11-era veterans as compared with 15% of US veterans. Overall Arizona ranks 16th on percentage of veterans. Several factors contribute to large numbers of veterans in our region. Arizona is home to multiple military bases with Davis-Monthan Air Force Base (DMAFB) located within the city limits of Tucson. Fort Huachuca U.S. Army Intelligence Center is a major installation 60 miles to the southeast near Sierra Vista. Other facilities include Luke Air Force Base in Maricopa County – the largest F-16 training base in the world – the Yuma Proving Ground, Yuma Marine Air Corps Station and the Barry M. Goldwater Range Complex in southwestern Arizona.

Pima County has been a local proponent and leader in veterans' employment initiatives for 15 years. In 2003 Pima County won its first grant from the U.S. Department of Labor Veterans' Employment and Training Service. The Southern Arizona Veterans' Workforce Investment Program launched in 2006, building on Pima County's successful Homeless Veterans Reintegration Program partnerships. Both programs have met or exceeded performance requirements and received praise in the VETS State Administrator reviews year after year, despite recessionary pressures. This record was recognized by Labor Secretary Hilda Solis in a special site visit in 2010.

A One-Stop Center for Veterans

Men and women who served in Operation Enduring Freedom and/or Operation Iraqi Freedom (OEF/OIF) returned to a different economy than the one they left behind. A booming housing market had become a foreclosure hotspot. Steep reductions in force out of DMAFB coincided with unemployment peaking at 10% in Tucson in 2010. Joblessness, declining property values and other economic pressures, combined with the after-effects of traumatic combat experiences, created a perfect storm of risk factors for veterans and their families.

In 2012 Pima County opened the Kino Veterans' Workforce Center to provide a safe "landing pad" for military veterans re-entering the community and civilian workforce. The Pima County Board of Supervisors provided a 5,400 square-foot facility for this purpose, outfitted with office spaces, a conference/computer lab, resource room, and central lounge area. The Pima County One-Stop took the lead in convening partners to develop a Veteran-Centric Service Model. Recognizing that there is no one-size-fits-all service, the model draws on the interagency team of partners to create the best mix of services and opportunities for each veteran job seeker.

Part of the local One-Stop/ARIZONA@WORK system, the Kino Veterans Workforce Center (Kino or KVWC) offers a welcoming drop-in center for Veterans seeking employment. Co-located at Kino are representatives from the Workforce Innovation and Opportunity Act program, the State of

¹ U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

Arizona/Department of Labor Jobs for Veterans/Disabled Veterans Outreach Program (DVOP), the HUD VASH employment program, VA Community Employment Services, and the Supportive Services for Veterans and their Families program. Some staff are on-site full time and some part time for a total of 5.50 full-time equivalent staff at Kino. These co-located partners work together on a daily basis to solve problems and fill gaps with the goal of connecting Veterans to employment.

The KVWC offers veterans:

- Peer support, drop-in and welcome;
- Career counseling and job search assistance;
- Resume assistance and guidance with translating military work experience into appropriate terminology
- Computer labs and office equipment;
- Benefits counseling and claims assistance for education, medical care, disability;
- Assistance with housing and other basic needs during transition to employment;
- Guidance and financial assistance for training and education programs; and
- Referrals to behavioral health, treatment and other ancillary services

ANNUAL KINO VETERANS' WORKFORCE CENTER COSTS	
Operating: Facilities	\$81,297.91
Personnel Costs: Contracted <ul style="list-style-type: none"> • WIOA-DW Workforce Innovations Opportunity Act-Dislocated Worker • HVRP Homeless Veterans' Reintegration Program • HPOG Health Professionals Opportunity Grant 	\$146,892.06
Personnel Costs: In-Kind Contribution <ul style="list-style-type: none"> • AZ DES Arizona Department of Economic Security 	\$85,600
TOTAL:	\$313,789.97

The opening of KVWC was greeted with an outpouring of support from the Tucson community and surrounding region, and a swelling customer base as the program built its reputation among veterans. Eventually Kino staff was invited to participate on the presenter team for the Transition Assistance Program (TAP) workshops at DMAFB, a service they continue to provide every month. The five-day workshop is mandatory for all airmen within their last six months of service to learn about career resources and veterans' benefits.

As an affiliated site within the ARIZONA@WORK statewide network of American Job Centers, KVWC is mandated to utilize the azjobconnection.gov employer-job seeker matching platform. This system currently contains 68,834 active job postings and 28,313 resumes, leveraging a critical mass of data necessary to keep employers participating. The ARIZONA@WORK system observes mandatory protocols for Veterans' Priority.

The Federal USAjobs.gov system is another vital tool for KVWC. USAjobs is the only way to apply for jobs with U.S. Customs and Border Protection, Southern Arizona VA Health Care System, Department of Defense, and other federal agencies, including veteran-specific hiring options, and it features a special platform for applicants who are veterans.

Another resource is the Arizona Coalition for Military Families' Arizona Roadmap to Veteran Employment. KVWC has participated in this statewide initiative since its inception, attending meetings, promoting a shared calendar of statewide veterans' events, and encouraging transitioning military members to avail themselves of internship tools available through the roadmap. The Department of Defense's Skillbridge program allows active-duty personnel who are preparing for transition out of the armed forces, and who have their commanding officer's permission, to work in the community in an internship, while continuing to receive their military pay. Several local partners, including Tucson Electric Power and Tucson Medical Center, have participated in this program, hiring successful interns into permanent positions.

Six years since opening, with the economy now growing and the labor market tightening, Kino's word-of-mouth reputation as an accessible storefront for a rich array of resources is still drawing between 300 and 400 veterans every month. Since 2012 a total of 600 veterans have been placed in unsubsidized employment at an average starting wage of \$14.80 per hour.

Alignment of veteran's skills with current workforce needs

Kino Veterans' Workforce Center has identified a set of skills and personal qualities that are stressed across military occupations in all four branches, and often observed in job seekers who are veterans. In its outreach to employers, KVWC lists these as:

1. Accelerated Learning Curve
2. Leadership
3. Teamwork
4. Diversity and Inclusion in Action
5. Efficient Performance Under Pressure
6. Respect for Procedures
7. Ease with Technology and Globalization
8. Integrity
9. Consciousness of Health and Safety Standards
10. Triumph over Adversity

In fact, these qualities align closely to the common foundational employment skills that have been mapped by the U.S. Department of Labor and numerous industry and professional organizations.

With regard to technical skills, the U.S. Department of Labor offers an online translation tool for the thousands of military occupational specialties to civilian careers with similar work. KVWC uses this tool (www.mynextmove.org/vets/) as an integral part of the career advising services offered. The American Council on Education (ACE) offers a set of recommended transcripts for colleges and universities to use

in evaluating Joint Services Transcripts issued to veterans. These recommendations are often a starting point for veterans requesting credit for military training, and some institutions offer opportunities for veterans and others to receive credit for skills demonstrated through challenge examinations or portfolios documenting their work accomplishments while serving in the armed forces.

Veterans return to Tucson and Pima County from all military installations, but Kino staff have worked with partners at DMAFB to gain an understanding of specific technical skills in high concentration there. Although numbers and detailed skill requirements are not known for these occupations, key fields include civil engineering, communications, contracting, logistics, security forces and force support.

Pima County has worked with the local aviation technology industry to try brainstorm solutions to high projected workforce needs in this sector, and to understand how their skill needs might be aligned with airmen who work on aircraft at DMAFB and other installations. Feedback from our industry partners is that the skill sets are similar enough across different types of aircraft and avionics repair that veterans with this experience can be trained on the job to work in civilian aviation technology jobs. In the case of the 309th Aerospace Maintenance and Regeneration Group (AMARG), technicians do not need to be licensed by the Federal Aviation Administration (FAA), making the transition even more seamless. Most other Maintenance, Repair and Overhaul (MRO) employers are required to have FAA-licensed technicians work on aircraft. FAA requires that candidates for licensure attend an approved aircraft mechanic training program, such as the two-year Associate's of Applied Science at Pima Community College's Aviation Technology Center. However, if a candidate can prove that he or she worked on aircraft for at least 18 months in structural repair and 18 months in avionics repair, FAA can grant permission to sit for the licensure exams for each of these areas (Airframe and Powerplant). Some on-the-job coaching and a test-prep program is usually adequate for veterans to transition into civilian jobs through the licensing process.

Assisting businesses that want to hire veterans

The team at KVWC partners with employers to analyze the transferable skills of veterans, and make transitioning military members aware of the excellent local career opportunities that exist for them. Kino conducts special outreach and activities to engage industry partners seeking to hire veterans. A full-time Business Services Specialist is on site at KVWC to organize networking events with "Veteran-Friendly" companies.

Kino helps to coordinate employer participation in the bi-weekly Capstone program at Davis Monthan Air Force Base. Capstone is a networking event for separating military to talk with employers right before they depart from DMAFB. Pima County has also been a lead partner with UA Tech Park in planning the regional Next Steps for Vets conferences showcasing career pathway opportunities by pairing employers with education partners in selected industries.

Over the past year KVWC hosted 2 major veteran's job fairs and 24 mini hiring events which engaged a total of 162 employers and 400 job seekers. The US Department of Labor/Arizona DES Jobs for Veterans program has also assigned a full-time DVOP outreach specialist and a part time Local Veterans' Employment Representative at Kino, linking the program to a statewide network of partners. The

interagency KVWC team participated in an additional 136 events over the past 12 months. The biannual ARIZONA@WORK Veterans' Job Fair typically engages 50 employers and 150 to 200 job seekers. Our experience has been that, while targeted hiring events may be more impactful in terms of direct hires, the large job fairs help spark connections and awareness that translate into future job applicants for participating businesses.

The current cohort of separating military members are in a very different position than those returning to the community during the Great Recession. Many are finding employment quickly, leveraging their VA benefits to access training without a lot of additional assistance. Currently the unemployment rate among veterans in Pima County is 32% lower than the overall rate. Many veterans are returning home to other parts of country, notwithstanding our joint efforts to increase awareness of local opportunities. For those who want to remain in southern Arizona, those who may have barriers to employment, and those who have exhausted all other benefits, the Kino Veterans' Center is a respected, well-recognized resource.

Talent Development for High Demand Occupations in Aerospace/Defense

KVWC has worked with training providers throughout the region to increase the number of separating and former military members licensed to work in the local aerospace industry. Kino has also worked closely with the Federal Aviation Administration (FAA) to clear eligible personnel to test for Airframe & Powerplant (A&P) License.

FAA licensure is required to work on commercial aircraft maintenance, repair, and overhaul (MRO). Tucson is home to a cluster of MRO companies, which include Ascent (now comprising newly merged Marana Aerospace operations), and Bombardier (comprising both Business Jet and Commercial Divisions, and working with four contract labor companies). The U.S. Aerospace Maintenance and Regeneration Group (AMARG) at DMAFB is part of the MRO group, but does not require aviation technicians to be licensed by the FAA. For some years, MRO company representatives have been articulating concern about labor supply and projecting rapid growth in demand for aviation technicians.

Aircraft mechanics whose experience meets certain benchmarks may gain permission from the FAA to sit for the A&P licensing examinations without having to graduate from an FAA-approved training program. KVWC initially made contact with the FAA office in Scottsdale and hosted the first group-interviewing sessions for separating airmen to present their credentials to FAA inspectors. Those who were granted permission to test still needed test preparation assistance and financial help to pay for the testing fees and tools. When KVWC first opened the nearest fast-track test-preparation courses were in southern California and in Texas. Pima County paid for 21 qualified individuals to travel out of state to obtain licensure through these programs. In 2014 a new test-prep/testing program started at West MEC near Luke Air Force Base and Kino sponsored another 2 veterans to attend that program. Costs for these services including test-prep course tuition, testing fees, and tools, averaged \$7,000 per person.

In 2016 Pima Community College initiated the Part 65 program at the PCC Aviation Technology Center, offering a four-week test-preparation program at a cost of \$1,500 per person. The program is named after an FAA regulation that allows a person with at least 18 months of documented experience in either

aircraft structures repair or avionics to sit for the FAA test to demonstrate their competency for Airframe or Powerplant licensure. Pima County One-Stop worked closely with PCC, FAA and DMAFB to connect separating airmen with this opportunity and guide them through the steps and assistance they needed to transition as quickly as possible into the civilian aviation technology industry. PCC was able to use special grant funds to develop the test-prep curriculum, and Pima County worked with PCC to get the program approved for WIOA tuition assistance so that the airmen would not have to pay out-of-pocket for the tuition cost.

Notwithstanding these concerted efforts and investments, the number of former airmen transitioning into employment in the local aerospace industry is estimated at less than 30 per year. But the Part 65 pathway is also available to civilians who gained their 18 months of repair technician experience in the commercial MRO industry. Bombardier alone has identified 100 repair technicians who could be eligible for FAA licensure with some additional training and test prep. Pima County has been working with the local MROs to develop a new training program, which will launch in January, to prepare the next cohort of trainee/repair technicians. The program will consist of an eight-week skills course in sheet-metal fabrication that will qualify participants to work as trainees, gathering supervised experience toward the FAA permission to test. At a cost of \$3,500 per participant for tuition alone, the initiative represents a significant investment on the part of the County and the MRO companies, and will launch with 12 entry-level employees from Ascent, AMARG, and Bombardier.

The painstaking effort to develop a new talent pool for the aerospace industry is connected to the county's investment in Southern Arizona Manufacturing Partnership (SAMP), which is developing a new qualified workforce for aerospace and defense manufacturing through hands-on training, paid internships and personal, time-consuming engagement by executives from local manufacturing companies. SAMP comprises more than 30 companies, ranging from small machine shops to multi-national companies. SAMP recently celebrated its fifth year. This local partnership has engaged Desert View, other local high schools, and Pima Community College to establish aligned machining training programs around common industry standards, and has placed 104 interns at local manufacturing companies resulting in 78 new machinists being hired.

SAMP subsequently convened additional skill panels to develop a Mechatronics/Industrial Maintenance/Manufacturing Technician program and a Quality Inspector Training. Central to all of these efforts is the companies' recognition that they must be actively involved and invested in growing a new generation of skilled technicians; and that work-based learning opportunities are an essential component of training. SAMP members have also donated equipment to aid in this complex effort.

Conclusions

Tucson Metropolitan Chamber of Commerce is proposing the County should fund a system to match veterans' skills with job opportunities in the aerospace and defense industries. TMCC's new workforce initiative is promising, and consistent with Kino's experience holding small, targeted hiring events with carefully pre-screened participants. The results thus far are on too small a scale to warrant a major grant. The One-Stop will continue to support TMCC's efforts in any way possible, and is willing to explore

the idea of a hybrid model that combines computerized skill matching with traditional career development services. However, we believe that the proposed \$500,000 investment is not in the County's best interests for the following reasons:

The County has invested both local and Federal dollars in creating a one-stop shop for veterans at Kino. The Kino Veterans' Workforce Center has built its reputation quietly, by providing high-quality, personalized services one veteran at a time. A brand new employer matching initiative without taking the necessary time for partner collaboration and planning creates confusion for job seekers and employers.

KVWC **already utilizes multiple job matching platforms** to help job seekers access and apply for job opportunities. Asking customers to enter their profiles into another system will not necessarily help us serve them better, and it may create additional barriers to services and a job.

Electronic job boards, even when they have a critical mass of participants, are **no substitute for individualized services**. The One-Stop's KVWC and Relocated Family Assistance programs have learned that finding the right match to retain veteran talent and employ military family members is a hands-on process leveraging multiple contacts and partners.

TMCC's new initiative may be **trying to solve a problem that doesn't exist**, given the number of events already occurring, and extremely low rates of veteran unemployment in our region and nation-wide.

The talent coming out of DMAFB and other military installations is one part of a **multi-pronged strategy** to develop a qualified workforce for the aerospace industry. The County is deeply invested in a strenuous, multi-year effort to stand up new programs to train a new generation of skilled technicians to address key gaps in the local education system.