

# **Quality Jobs. Qualified Workers.**

Preparing a 21st-Century Workforce



**PIMA COUNTY WORKFORCE INVESTMENT BOARD**

**2008  
ANNUAL  
REPORT**

# PIMA COUNTY WORKFORCE INVESTMENT AREA

## PREPARING A 21ST CENTURY WORKFORCE

### 2008 ANNUAL REPORT

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### Message from the Chair

The past several years have seen important changes in the Southern Arizona Region requiring the unified efforts of all constituents. In order to address the challenging demands of the 21st Century, collaboration within the communities of education, business, and government will be required. A community priority consensus was clearly articulated by the Southern Arizona Regional Town Hall process of 2007 – 2008. Over 6,000 people volunteered strategies to address the challenges of our regional future.



In order to align itself with these efforts, the Pima County Workforce Investment Board (WIB) has pushed for change in its approach to the populations served successfully for so many years through the One-Stop system. Maintaining our commitment to those targeted by the Workforce Investment Act, the WIB has widened its focus by monitoring employment trends of the region as thoroughly as possible to connect those seeking employment at every level with employers seeking qualified workers. This approach is embodied in the WIB’s vision statement: “Quality jobs for qualified workers.”

Change is a process, not an event. Significant change is not a short-term effort but a long-term commitment. Integral to the success of this project is the collaboration of the governing bodies of local governments, the Southern Arizona Leadership Council, Tucson Regional Economic Opportunities (TREO), and the educational system P-20.

This past year was one of continuing alignment for the WIB and the One-Stop system with the larger endeavors described above. The successes we have enjoyed have made our system the most successful in the State as measured both by performance measures and personnel placement, and indeed have achieved national recognition.

The coming year will be a time to evaluate WIB strategies to ensure that the successes of the past will be the foundation for a successful future. We appreciate this opportunity to present to the community some of the work that we have accomplished, by both the WIB and Pima County staff who effectively run the One-Stop system. We hope you find this report both interesting and informative.

Sincerely,  
  
 Clayton C. Hamilton  
 Chairman

QUALITY JOBS. QUALIFIED WORKERS.

# PIMA COUNTY WORKFORCE INVESTMENT AREA

## PREPARING A 21ST CENTURY WORKFORCE

### WORKFORCE INVESTMENT BOARD

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District 4 - Ray Carroll  
District 5 - Richard Elías



The Pima County Workforce Investment Board is appointed by the Pima County Board of Supervisors to provide recommendations on local workforce policy and oversight of a local ONESTOP system that connects eligible, job ready youth, adult, and dislocated workers to local growth industry occupations with a high number of available jobs. The Pima County ONESTOP Career Center administers funding and programs under the Workforce Investment Act, and is part of the Arizona Workforce Connection, a statewide network of career centers. The Pima County Workforce Investment Board pursues its vision of Quality Jobs; Qualified Workers through the following goals:

- 1 To assist people to obtain jobs in strategic local industries.
- 2 To support employers in finding and hiring qualified employees.
- 3 To engage underrepresented labor pools by removing barriers to employment.

### WORKFORCE INVESTMENT BOARD MEMBERS

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Pima County  
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The HR Consultants

Karin Uhlich  
Tucson City Council Member  
Ward 3

Ernie Urias  
SER/Jobs for Progress

Ramon Valadez  
Pima County Supervisor  
District 2

Bertha Villegas-Kinney  
DES/RSA  
Vocational Rehabilitation

Jim Watson  
International Association of  
Machinists and Aerospace Workers  
(IAMAW) Lodge 933

James Zarling  
Excel Mechanical, Inc.

## WHAT'S ON THE MENU AT PIMA COUNTY ONE STOP?

Pima County One Stop offers a continuum of career services for both youth and adults and provides support to employers in recruiting, staffing and training a viable workforce. Services offered by the One Stop include:

### CAREER RESOURCE CENTER

offers services for anyone seeking employment or career information without any eligibility requirements. Job seekers are offered work stations and office equipment along with the following services:

- Computer access and e-mail accounts
- Labor market library
- Job banks
- On-line job matching
- Workshops
- Resumes
- Interviewing skills
- Employability skills
- Job leads
- Career exploration
- Adult education classes
- Disability employment services
- Computer skills classes and typing tutorials

### EMPLOYER SERVICES

The One Stop provides streamlined access to multiple workforce programs for companies seeking to hire and train employees. The Employer Outreach Team offers a single point of contact to assist with:

- Recruitment
- Workforce training
- Layoff services
- On-the-job training
- Customized training

### INTENSIVE AND TRAINING SERVICES

Job seekers who need additional assistance or skill training may be eligible for the following services provided by the One Stop Career Center:

- Vocational assessment
- Case management
- Individual employment and career plans
- Job search and placement assistance
- Training provider information
- Financial aid information and budgeting
- Financial assistance with training costs depending on eligibility
- Training plans and course schedules

### YOUTH SERVICES

The One Stop provides special services to help young people make a successful transition into the workforce, including:

- Workshops
- Job matching
- Vocational assessment and career planning
- Summer work experience and educational programs
- After school work experience and educational programs
- GED and alternative education programs

**Pima County Workforce Investment Board goal:**  
To increase workers' skills to qualify for jobs in high demand industries.

## TRAINING IS THE KEY: ONE JOB SEEKER'S STORY

Christina came to the Pima County One Stop after being referred by the Arizona Department of Economic Security (DES) for vocational training. She was a 21-year old mother with four children, ages 4, 3, 1 ½, and 8 months. At the time, she was receiving TANF (Temporary Assistance for Needy Families) cash assistance, and food stamps, and appeared to be overwhelmed with caring for so many small children. However, she had the desire to work toward a better future.

Workforce Development Specialist Diana Garcia met with Christina and they assessed her basic skills, career goals, and interests. Christina wanted to become a Dental Assistant. Although she had earned a high school diploma, which helped her qualify to receive funding for Dental Assistant training, without the shelter that was being provided her family by the Section 8 Housing program (along with the TANF cash and food stamps to cover the basic needs of her family), she never would have been able to complete the program.

Christina entered the Dental Assistant Training Program at Pima Medical Institute and completed within eight months. Two weeks later, she obtained a position with General Dentistry. She is now employed with El Rio Health Center, and receives employee medical benefits. She has moved off of welfare and is on the road to self-sufficiency.



The average wage of One Stop adult training participants is **\$13.10 an hour.** From July 2007 to June 2008 the One Stop served **12,362 customers.**

### PARTNERS

The One Stop Career Center includes the following partners and programs:

Workforce Investment Act  
Supportive Housing Program  
State of Arizona Department of Economic Security :  

- Job Service Wagner-Peyser programs
- Unemployment Insurance
- Vocational Rehabilitation
- Veterans' Employment and Training Service
- Trade Adjustment Assistance
- Title V of the Older Americans Act

Pima Community College  
Fred Acosta Job Corps Center  
City of Tucson Community Services  
Family Self Sufficiency Program  
Catholic Community Services/Community Outreach Program for the Deaf and Pio Decimo  
Altar Valley School District  
Arizona Housing and Prevention Services, Inc.  
Comin' Home, Inc.  
Dorothy Kret and Associates  
Goodwill Industries of Southern Arizona, Inc.

Old Pueblo Community Foundation, Inc.  
Open Inn, Inc.  
Our Family  
Portable Practical Education Preparation  
The Primavera Foundation, Inc.  
The Salvation Army  
SER Jobs for Progress of Southern Arizona  
Tucson Indian Center  
Tucson Regional Economic Opportunities  
Tucson Unified School District  
Tucson Urban League, Inc.  
Tucson Youth Development, Inc.  
University of Arizona  
Veterans Workforce Investment Program  
Homeless Veterans' Reintegration Project  
United Way of Tucson and Southern Arizona/  
Job Training for Self-Sufficiency  
Las Artes GED and Vocational Arts program  
Pledge-A-Job youth employment campaign and job-matching service

QUALITY JOBS. QUALIFIED WORKERS.

## WHAT DOES THE ONE STOP DO FOR EMPLOYERS?

Conducts outreach describing programs offered within the One Stop system to employers, community organizations, professional associations, chambers of commerce, and economic development entities.

Responds to staffing or training needs in the local economy. Identifies job leads and employment opportunities and matches them with qualified candidates using automated database as well as in-person screening.

Conducts weekly Employment Connection events to connect job seekers with local employers conducting recruitment.

Works with employers to develop new training and/or apprenticeship programs in high demand occupations. Develops On-the-Job Training contracts with employers.

Provides information to employers on economic development programs and assists them in taking advantage of Empowerment Zone, Enterprise Zone and Work Opportunity Tax Credits.

Collaborates with state and local employment entities through joint planning, co-location, and information exchange.

Collaborates with local economic development agencies to assure alignment of efforts. Analyzes availability of workers to meet real-time employer demand. Conducts annual survey of future occupational needs.

**Pima County Workforce Investment Board Goal:**  
**To support employers in finding and hiring qualified employees.**

## CARVING OUT SUCCESS for a local employer

Sierra Woodworks is a local small business that makes high-quality, commercial-grade, custom cabinetry. The company works aggressively to win success in this competitive industry, and often needs skilled workers to take advantage of its opportunities. That is where the Pima County One Stop Employer Outreach Team came in. Sierra Woodworks was seeking new employees to work in inventory, assembly,

production, and even accounting. The One Stop staff worked with General Manager Janet Cousemaker to see if we could design training solutions to meet their needs. An on-the-job training (OJT) contract is a written agreement to supply trainee-employees for positions that can be trained on site by company staff. Under an OJT contract the employer to hire the trainee, and the One Stop reimburses the company for a portion

of the trainee's wages during the training period. This helps offset the high cost to employers of hiring and training new staff, who typically aren't productive right away. In the case of Sierra Woodworks, the One Stop identified a need for training resources to upgrade unskilled laborers earning \$8 per hour so that they could take higher-skilled positions such as an Edge Bander earning \$10.50 per hour.

Last year the Pima County One Stop assisted 900 employers in Pima County.

## WHAT IS RAPID RESPONSE?

Pima County One Stop Career Center has a well-developed system in place to assist companies and their employees during layoffs or closures. These services are available through federal legislation mandating rapid response to plant closures or mass layoffs.

The One Stop Rapid Response Team mobilizes workforce development specialists to consult with companies prior to and during layoffs. Our services also include training for supervisors and managers in conducting the layoff process. Impacted employers and employees are provided with information regarding reemployment services as well as benefits, rights and responsibilities related to unemployment insurance benefits. We will work on site if requested to provide orientation sessions; employment related workshops and virtual one stop services as well as intake for the Dislocated Worker Program.

Reemployment services available to dislocated workers may include:

- Career Transition Center set up on or off-site to coordinate services
- Individualized career counseling
- Information on training programs
- Career Resource Library
- Labor market information
- Job leads
- Job development
- Assistance with Unemployment Insurance (UI) registration
- Assistance with registration for Job Service
- Applications for Trade Adjustment Assistance (TAA), if applicable
- Consultation and assistance to employers regarding UI or TAA regulations
- Layoff aversion strategies, including UI Shared Work Program
- On-site Workshops:
  - Employability Skills (labor market info, resume, interviewing, etc.)
  - Career Exploration
  - Managing Change
- Financial Counseling
- Job Fairs
- Training Provider information

**Pima County Workforce Investment Board Goal:**  
To assist people to obtain jobs in WIB strategic industries.

The Pima County One Stop assisted 2,131 dislocated workers in 2007-2008.

## PINK SLIP REBOUND

One of too many, Brian was laid off in 2007 from the mortgage industry. His employer filed for bankruptcy, but the Pima County One Stop Rapid Response team was there to assist all those who were losing their jobs.

Brian had to change the direction of his career. He decided that he wanted to become a flight dispatcher, so he worked with his One Stop Workforce

Development Specialist, Dianna Kelly, to develop a plan.

Dianna assisted Brian in applying for training funds through the One Stop system. Once Brian's application was approved, he enrolled in, and then completed Airline Flight Dispatcher training at Tucson's Flight Control Academy. Upon graduation, Brian obtained employment with Freedom Airlines at a base salary of

\$30,000 per year, plus overtime and quarterly bonuses. He is also covered by medical, dental, vision, and life insurance, 401k, and receives flight benefits. Brian now says, "I am really enjoying my new position and will always be grateful to One Stop for all of their patience, guidance, and real world solutions to the difficulties of unemployment".

Marion, who was laid off in 2007, became a One Stop client and completed training to upgrade her software skills.

“ My new position is an improvement over the last one in terms of the work environment and the support. The training has helped me. I feel more confident and marketable. I LOVE THE ONE STOP! What a great networking environment. The resources are incredible and the folks working there are fantastic. ”

— Marion

## WHAT ABOUT FUTURE WORKERS?

### YOUTH SERVICES

The Pima County One Stop Career Center provides a variety of programs and services for youth entering the workforce. These services include career counseling, assessments, work readiness training, internships, work experience, leadership development, health services, academic instruction, career

exploration, GED preparation, job search and job placement, support services, and follow-up and retention.

**Pima County Workforce Investment Board Goal:**  
To engage underrepresented labor pools by removing barriers to employment.

Between July 2007 and June 2008 the One Stop provided workforce preparation services for 787 youth.

### TEENAGE TURNAROUND

In 2007, 19-year old Jaymi had just gotten out of a substance abuse rehabilitation program, had recently been through the juvenile justice system, and, according to her, had “no money, no friends, no support, no goals, no direction, nothing!”

Enter Pima County One Stop and Las Artes Arts & Education Center. Jaymi enrolled at Las Artes, a program of the Pima County Community Services Employment & Training Department, which is an innovative GED learning center that also teaches students

job skills by training and employing them as artists. They craft ceramic tile public art that celebrates southern Arizona cultures and beautifies public areas throughout Pima County. In partnership with Pima County One Stop staff, the students also learn job readiness and employability skills. The program is funded in part by commissions from the public art, as well as the Workforce Investment Act Youth Program. Jaymi says that she received encouragement and learned responsible habits from Las Artes

staff. She also earned a stipend and learned job skills while working in the murals program. In just 4 months, Jaymi earned her GED. Jaymi now works in Customer Service at AFNI, and has maintained employment there for about 10 months. She is also currently enrolled at Pima Community College in general studies. Since she is interested in careers in both Nursing and Criminal Justice, her next big decision will be which of these programs to embark on at PCC. Jaymi says that none

of this would have been possible without the Las Artes program. And her own hard work.



## WHAT ROLE DOES WORKFORCE PLAY IN A COMPETITIVE REGIONAL ECONOMY?

### INNOVATION FRONTIER ARIZONA – SOUTHERN ARIZONA’S WIRED INITIATIVE

Pima County is one of four southern Arizona counties involved in Innovation Frontier Arizona, a regional initiative to align workforce development, education, and economic development assets around a unified vision for southern Arizona’s prosperity.

Innovation Frontier Arizona envisions southern Arizona as a center of excellence for Homeland Security and advanced technology, capitalizing on its border proximity and one of one of the nation’s premier aerospace/defense clusters, with a home-grown talent base that meets the needs of our key industries.

Last year Innovation Frontier Arizona was awarded a Workforce Innovation in Regional Economic Development (WIRED) grant from the U.S. Department of Labor. WIRED funding totaling \$5,000,000 over three years will be used as seed capital to attract larger investments focused on the following areas:

**TALENT:** Create a home-grown talent pipeline for emerging and existing high-technology industries.

**ENTREPRENEURSHIP:** Develop entrepreneurial culture, infrastructure, and pipelines to foster innovation and diversify the regional economy and career opportunities.

**COLLABORATION:** Establish a regional knowledge exchange, maximizing learning, assets, and transformation capacity across all four counties.

Innovation Frontier Arizona recently received an additional \$2 million grant from the U.S. Department of Labor for a regional community-college initiative in transportation, distribution and logistics.

### REGIONAL TRANSFORMATION STRATEGIES

#### TALENT Strategies

- ▶ Aligned curriculum and training for workers to move up the career ladder in engineering and information technology
- ▶ Regional professional development center for K-12 teachers in STEM education and contextual learning
- ▶ Border Professional Preparedness Program (BP3) to foster 21st Century skills, digital literacy and other competencies

#### ENTREPRENEURSHIP Strategies

- ▶ Share common curriculum principles and segmented training models in entrepreneurial education
- ▶ Network and align resources to provide technical expertise and direction to current and emerging entrepreneurs.
- ▶ Raise awareness of entrepreneurship at all community levels by promoting success stories and hands-on learning.

#### COLLABORATION Strategy

- ▶ Create a regional knowledge-exchange infrastructure that shares economic intelligence, tracks shared results, facilitates inter-jurisdictional and cross-system collaboration, and raises awareness of regional transformation.

