

Pima County Workforce Investment Board



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Strategic Vision | 2025 - 2028

Officers

- Chair:** **Dr. Mark Vitale** (Business)
University of Phoenix
FY21 – FY24 Term
- Chair:** **Aric Meares** (Business)
Spectrum Plastics Group
FY25 – FY27 Term
- Vice-Chair:** **Brad McCormick** (Workforce)
Human Learning Systems
- 2nd Vice-Chair:** **Michael Guymon** (Government / Economic Development)
Tucson Metropolitan Chamber of Commerce
- 3rd Vice-Chair:** **Danielle Duarte** (Business)
Hospitality Solutions
- 4th Vice-Chair:** **Dr. Vaughn Croft** (Workforce)
Fred G. Acosta Job Corps

WIOA Title Members

- Mary K. Fleck | *Title I Rehabilitation Act 1973*
Lauri Kierstead-Joseph | *Title II*
Victor Cardenas | *Title III*



TOTAL

MEMBERS:35
Business | 51.4%
Workforce | 28.6%

Business Members

- | | |
|-------------------------|--------------------------------------|
| Dr. Deborah Bright | <i>Bright Enterprises</i> |
| Steven Hosseinmardi | <i>Tucson Medical Center</i> |
| Stefanie Litwiller | <i>Sabino Recovery</i> |
| Peter Loya | <i>UA Tech Park</i> |
| Lea Márquez-Peterson | <i>Marquez-Peterson Group</i> |
| Irisbeth "Iris" Matheny | <i>El Rio Health</i> |
| Karen Molina | <i>Raython Missile Systems, Inc.</i> |
| Karla Morales | <i>Arizona Tech Council</i> |
| Laura Oldaker | <i>The Oldaker Group</i> |
| Jorge Rivero | <i>Equus Workforce Solutions</i> |
| Ramon Serrato | <i>The Serrato Corporation</i> |
| Carol Stewart | <i>UA Tech Park</i> |
| Dr. Jordan Utley | <i>Pima Medical Institute</i> |
| Gladys Walker | <i>Leonardo Electronics, Inc.</i> |
| James Zarling | <i>Excel Mechanical, Inc.</i> |

Workforce Members

- Dylan Baysa
Natalya Brown
Karen King
Frank Grijalva
Trish Muir
Kathy Prather
Paul Stapleton-Smith

Other Members

- | | |
|-------------------|-----------------------------------|
| Dr. Ian Roark | Higher Education (PCC) |
| Victor Gonzalez | Government / Economic Development |
| Barbra Coffee | Government / Economic Development |
| Magdalena Verdugo | Philanthropic |

WORKFORCE DEVELOPMENT SECTORS

Aerospace + Defense Manufacturing | Emerging Technologies | Natural + Renewable
Resources | Logistics + Transportation | Health + Bioscience Infrastructure

FYE2024 LWDB Members + Composition

PY2023 / FYE2024 WIOA Disbursement: \$7,841,914

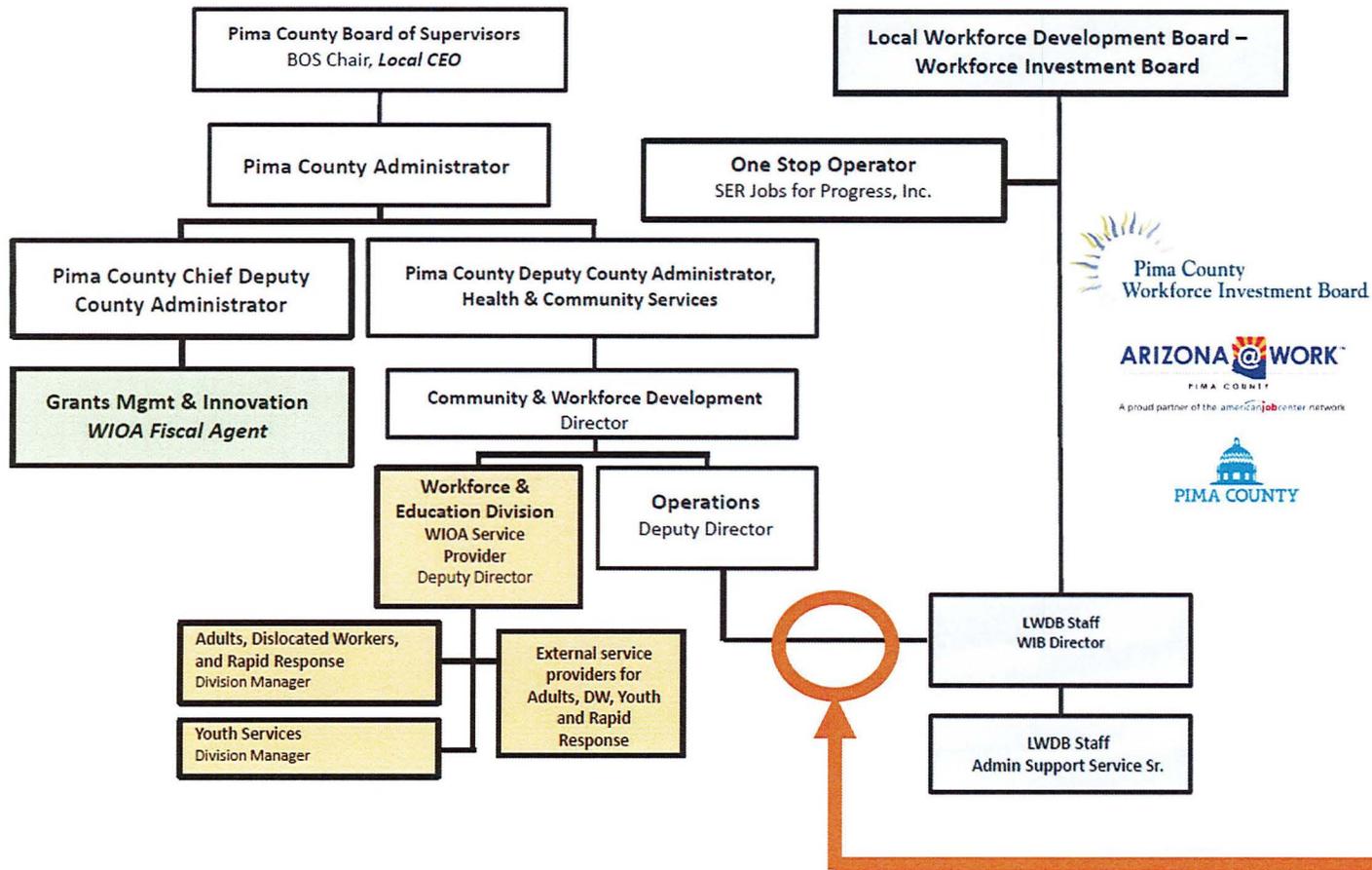
	\$ 244,713		TOTAL		
	\$ 244,713		FYE 2024 Total		0% Increase
FYE	2025	2024	% Change		
\$	180,000	\$180,000	0.00%	Staff Support (2 positions)	
\$	4,860	\$ 4,860	0.00%	Space at Kino Service Center	
\$	1,728	\$ 1,728	0.00%	Phone & Internet	
\$	2,300	\$ 2,300	0.00%	NAWB Membership	
\$	3,750	\$ 3,750	0.00%	NAWB Forum Registration (4 Individuals)	
\$	1,000	\$ 1,000	0.00%	Printing	
\$	1,000	\$ 1,000	0.00%	Supplies	
\$	18,200	\$ 18,200	0.00%	Meeting Expenses	
\$	2,200	\$ 2,200	0.00%	Technology / Licenses	
\$	2,000	\$ 2,000	0.00%	In Person Meetings / Board Retreat	
\$	14,000	\$ 14,000	0.00%	In-Person Meetings / Expo Events (2)	
\$	1,875	\$ 1,875	0.00%	Local Travel: (250 miles @ \$0.625) x 12 mon.	
\$	2,000	\$ 2,000	0.00%	State Travel	
\$	28,000	\$ 28,000	0.00%	Out of State Travel (4 Individuals)	



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FYE2025 Operational Expense Budget



WORKFORCE DEVELOPMENT SECTORS

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ORGANIZATIONAL STRUCTURE

- **Vision** for Cluster related to period 01 Jan 2025 – 31 Dec 2028

- **Mission** for Cluster

The mission statement focuses on today and what the effort / initiative does. The vision statement focuses on tomorrow and what the effort / initiative wants to become.

- PY 2024 **Objectives** (no more than 3) for the cluster + **Key Performance Indicators** (KPIs – aka how will we measure success, we want at least 1) for each
- PY 2025 **Objectives** (no more than 3) + **KPIs** (at least 1) for each
- PY 2027 **Objectives** (no more than 3) + **KPIs** (at least 1) for each
- PY 2028 **Objectives** (no more than 3) + **KPIs** (at least 1) for each



OCTOBER - DECEMBER

Board members conduct independent research on their topic using data and industry information INCLUDING (but not limited to):

Arizona @ Work WIOA Workforce Performance Dashboard
<https://arizonaatwork.com/wioa-workforce-performance-dashboard>

The MAP Dashboard
<https://mapazdashboard.arizona.edu/>

The Office of Economic Opportunity Dashboard
<https://www.azcommerce.com/oeo/>

JANUARY - APRIL

Review discovery with the other board members in your task force via **at least one virtual meeting** (subject to open meeting law of Arizona). Determine a draft of the task force’s vision, mission, objectives and KPIs for the period covered by the strategic plan

MAY - JUNE

Present initial discovery + strategic draft at the general WIB meetings in May or June (will be scheduled based on task force progress) Be inspired as you learn what other task forces have created...

WORKFORCE DEVELOPMENT SECTORS

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STRATEGIC PLANNING / Process

1 Identify **Optimal Sectors of Workforce** for Pima County WIOA initiatives (include OEO data, sixteen career cluster model and other sources of information)

Board Members: *Brad McCormick, Karen Molina, Dr. Ian Roark and Laura Oldaker*

2 Determine Relevant, Efficient and Streamlined **Governance Policies** including cadence of future review / refresh efforts (documents include By-Laws, Shared Governance Agreement, Organizational firewalls, etc.)

3 Develop strategies to engage **Tribal Populations** in Pima County and optimize workforce development opportunities

Board Members: *Carol Stewart and Barbra Coffee*

4 Develop strategies to engage **Refugee Populations** in Pima County and optimize workforce development opportunities

Board Members: *Jorge Rivero, Peter Loya and Iris Matheny*

5 Develop strategies to engage **Second Chance Populations** in Pima County and optimize workforce development opportunities for this population

Board Members: *Jim Zarling and Trish Muir*

10 Design and execute **Original Discovery-Based Research Initiatives** aligned with current and future developing workforce needs

Board Members: *Kathy Prather, Michael Guymon, and Danielle Duarte*

9 Develop and execute innovative **Registered Apprenticeships and Career Pathways** of optimal earning potential that align with strengths, strategies and workforce sectors ideal for Pima County

Board Members: *Karen King, Paul Stapleton-Smith, Natalya Brown, Ramon Serrato*

8 Determine synergies among multiple WIOA titles I-IV and Engineer **Cross-Title Enrollment** strategies to maximize workforce development efforts

Board Members: *Victor Gonzales, Laurie Kierstead-Joseph, Karla Morales and Mary Fleck*

7 Review vision, mission, strategic objectives and key performance indicators (inclusive of technology utilization and related policies such as AI, Mobile, data collection) for the **Pima County One Stop Network**. Engineer One Stop Network performance optimization framework for evaluation and continuous improvement efforts

Board Members: *Frank Grijalva, Dr. Jordan Utley, and Magdalena Verdugo*

6 Enrich **publicity, community relations and local market awareness** of workforce development efforts

Board Members: *Aric Mears, Dr. Deb Bright, Lea Marquez-Peterson and Dr. Vaughn Croft*



WORKFORCE DEVELOPMENT SECTORS

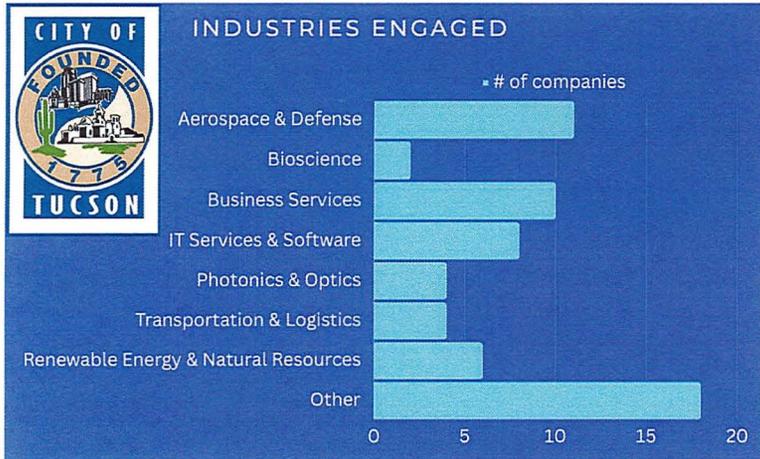
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STRATEGIC PLANNING / Task Forces

1 Identify **Optimal Sectors of Workforce** for Pima County WIOA initiatives

(include OEO data, sixteen career cluster model and other sources of information)

Board Members: Brad McCormick, Karen Molina, Dr. Ian Roark and Laura Oldaker



Aerospace + Defense Manufacturing

Natural + Renewable Resources

Emerging Technologies

Logistics + Transportation

Natural + Renewable Resources

Health + Bioscience Infrastructure

TRANSPORTATION + LOGISTICS

AEROSPACE + DEFENSE



BIOSCIENCE + DIAGNOSTICS

RENEWABLE + MINING TECHNOLOGIES



Aerospace & defense

Clean and Renewable Energy

Manufacturing

Health & health innovation

Transportation, distribution & logistics

Advanced & emerging technologies

WORKFORCE DEVELOPMENT SECTORS

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STRATEGIC PLANNING / Task Forces

3 Develop strategies to engage Tribal Populations in Pima County and optimize workforce development opportunities

Board Members: Carol Stewart and Barbra Coffee

Draft Vision: *Pima County is a thriving region with workforce development programs that benefit all people.*

Draft Mission: *The Tribal Populations Taskforce mission is to foster an inclusive, intentional, authentic approach to workforce development that involves tribal communities as a key collaborative partner in promoting economic mobility and economic vitality for the entire region.*

PY 2025 Objectives

- Build relationships within PY and TO communities to further our workforce program awareness
 - KPI: Develop 2 new relationships within each tribal community to assist workforce program awareness
- Map programs and resources and best practices to include Identifying any existing workforce programs that tribal communities may be offering and resources that exist in the region
 - KPI: Reach out to PY and TO to identify any programs that exist and identify ways to partner
- Raise awareness of workforce programs among tribal communities
 - KPI: Create 2 new strategies for communicating and messaging programs to tribal communities



WORKFORCE DEVELOPMENT SECTORS

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STRATEGIC PLANNING / Task Forces

3 Develop strategies to engage **Tribal Populations** in Pima County and optimize workforce development opportunities

Board Members: Carol Stewart and Barbra Coffee

PY 2026 Objectives

- Convene a quarterly roundtable with PY, TO, Pima Co, Tucson, Sahuarita, Oro Valley, South Tucson, Green Valley, Marana, Ajo, Vail and other stakeholders (educational institutions, chambers of commerce) focused on tribal workforce development with leadership by tribal members;
 - KPI: Convene 4 roundtables each year to share program information, build relationships, and create opportunities for collaboration.
- Invite tribal members to attend Pima County Resource Fairs as part of the volunteer team
 - KPI: Identify 2 events and extend invitations to participate
- Establish Pima Co Navigators consistent attendance at events and resource fairs to build trusted relationships;
 - KPI: Identify at least 1 lead Pima Co Navigators for this purpose

PY 2027 Objectives

- Plan resource fair events at tribal meeting locations;
 - KPI: Host at least 1 event at a tribal location

PY 2028 Objectives

- Identify funding for wraparound support for tribal members participating in workforce programs
 - KPI: Meet with at least 1 nonprofit organization to determine feasibility of support



WORKFORCE DEVELOPMENT SECTORS

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STRATEGIC PLANNING / Task Forces

4 Develop strategies to engage **Refugee Populations** in Pima County and optimize workforce development opportunities

Board Members: Jorge Rivero, Peter Loya and Iris Matheny

Draft Vision: To facilitate meaningful connections between refugees and employers, bridge the gap in the workforce by providing comprehensive support, training, and resources to create a collaborative ecosystem where refugees are empowered to showcase their skills and talents, while employers' benefit from a diverse pool of motivated and skilled workers.

Through collaboration and innovation, we aspire to build resilient communities where refugees thrive in meaningful careers, employers benefit from their unique perspectives and skills, and WIOA funds serve as catalysts for sustainable economic growth and social inclusion.

Draft Mission: Build inclusive workplaces that embrace the strengths and contributions of refugees, fostering a more resilient, compassionate, and prosperous society.

Our vision is a symbiotic ecosystem where refugees, employers, and Workforce Innovation and Opportunity Act (WIOA) funds converge to create a dynamic workforce of tomorrow.

Where refugees thrive in meaningful careers, employers benefit from their unique perspectives and skills, and WIOA funds serve as catalysts for sustainable economic growth and social inclusion.



WORKFORCE DEVELOPMENT SECTORS

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STRATEGIC PLANNING / Task Forces

4 Develop strategies to engage **Refugee Populations** in Pima County and optimize workforce development opportunities

Board Members: Jorge Rivero, Peter Loya and Iris Matheny

Objective: We envision a future where refugees are seamlessly integrated into the labor market, create collaborative space to support tailored training programs embraced by employers seeking diverse talent.

1. **Create** and **provide** education and training/tools necessary for business to promote refugee hires
 - a. Collaboration with business community
 - i. Charrettes to identify specific areas of need
 - ii. Outcome - increase in refugee employed
 - b. Refugee communities
 - i. increase in community engagement activities to promote positive relationships and increase in utilization of workforce activities
 - c. Workforce entities
 - i. Professional development opportunities, tools currently in use and areas for improvement
2. **Increase use** of reciprocity of current education level
3. Cultural awareness **training**



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STRATEGIC PLANNING / Task Forces

4 Develop strategies to engage **Refugee Populations** in Pima County and optimize workforce development opportunities

Board Members: Jorge Rivero, Peter Loya and Iris Matheny

Objective: Providing equitable access to community resources necessary for refugee, business and workforce professionals to be successful. (Annual Review)

1. **Review** of baseline enrollments across the workforce system to identify areas of opportunity to increase refugee population enrollment in WIOA funded programs.
 - a. Establish standardization to report refugee enrollments across the workforce system.
 - b. Report specific placement/employment specific to population to determine continuous growth opportunities.
2. **Review and analyze** tools utilized to provide services and their outcomes



WORKFORCE DEVELOPMENT SECTORS

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STRATEGIC PLANNING / Task Forces

5 Develop strategies to engage **Second Chance Populations** in Pima County and optimize workforce development opportunities for this population

Board Members: Jim Zarling and Trish Muir

Community Members: Andrew Bevington, Liz Gulick, and Danny Howe

Draft Vision: Our vision centers on breaking down barriers and systemic discrimination and creating a future where second-chance populations are not defined by their past mistakes but instead empowered by the transformative potential of meaningful work.

Draft Mission: Empowering Second Chances, Building Inclusive Futures At the Pima County Workforce Investment Board, our mission is to actively and purposefully pursue the vision of inclusive prosperity by providing opportunities for individuals with a history of challenges to rebuild their lives through gainful employment.

We are dedicated to breaking down barriers, fostering collaboration, and championing a culture of empathy and understanding within our community.



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STRATEGIC PLANNING / Task Forces

5 Develop strategies to engage **Second Chance Populations** in Pima County and optimize workforce development opportunities for this population

Board Members: Jim Zarling and Trish Muir

Community Members: Andrew Bevington, Liz Gulick, and Danny Howe

Objective: Professional Development:

- Specific to engaging, serving population, and establish industry best-practices (share outs)
- Current Programs in place = County transition center, navigator FTE, WIOA (ALL)One Stop - Marjava Ramirez (Business Services Manager, Career Navigators)
- Identify current partners with focus on Second Chance populations: Goodwill, Earnest House.
- Client advocacy, opportunity driven focus (all opportunity available - remove silos - breakdown bias)
 - **KPI:** Pipeline for referrals from partners (number served, activities, and outcomes)

Objective: Individual Services

- Occupational Skills Training (OST)
- On-the-Job Training (OJT)
- Registered Union Apprenticeship Programs; specialized cohorts with employment potential/outcome; resume development and strategies; focus on upskilling;
- Wraparound services = grant eligible costs, potential expansion for non-WIOA allowable expenses. Financial literacy activities - credit development, increase, rating clearing
 - **KPI:** Non-allowable WIOA expenses - resource
 - **KPI :** Number of WIB represented business/organization hiring this population
 - **KPI:** Measurable quarterly data comparison analysis with statewide Employment Service data as a baseline.

5

Develop strategies to engage **Second Chance Populations** in Pima County and optimize workforce development opportunities for this population

Board Members: Jim Zarling and Trish Muir

Community Members: Andrew Bevington, Liz Gulick, and Danny Howe

Employer/Business Education services

- Develop media for specific hiring practices for business hiring second chance populations and opportunities available for additional supports:
 - a) Tax credits
 - b) Tool box
 - c) Industry contacts
 - d) Job coaching
 - e) Mentoring opportunities
 - **KPI**= Resource developed; number of business contacted, outcomes

General Recruitment and Outreach Activities

- Targeted marketing materials for second chance population.
- Utilizing ARIZONA@WORK materials in the local area.
- Increased outreach may include public transportation hubs, posts, and wraps.
 - **KPI**: Materials developed; materials utilized, number of individuals served; outcomes

6

Enrich **publicity, community relations and local market awareness** of workforce development efforts

Board Members: Aric Mears, Dr. Deb Bright, Lea Marquez-Peterson and Dr. Vaughn Croft

Draft Vision: Improve the local economy by raising awareness among the business community in Pima County of the services available to employers by the One Stop Center by leveraging its network to connect business to its resources.

Draft Mission: To enrich publicity, community relations and local market awareness of the workforce development efforts of the ARIZONA@WORK Pima County Workforce Development System.

KPI 2025

Establish a baseline of employers engaging with ARIZONA@WORK Pima County.

Outreach

Business Service Team report to WIB regarding business activities, programmatic participation.

WIB Member Highlight

Partnership and activities connecting ARIZONA@WORK Pima County with their networks as well as their representation of the WIB outside of regular meetings.



WORKFORCE DEVELOPMENT SECTORS

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STRATEGIC PLANNING / Task Forces

7 Review vision, mission, strategic objectives and key performance indicators (inclusive of technology utilization and related policies such as AI, Mobile, data collection) for the **Pima County One Stop Network**. Engineer One Stop Network performance optimization framework for evaluation and continuous improvement efforts

Board Members: Frank Grijalva, Dr. Jordan Utley, and Magdalena Verdugo

Draft Vision: In alignment to the Unified State Plan, “Creating meaningful linkages between business, education and workforce systems to help people of all backgrounds gain employment and prosper in a rapidly changing economy.”

Draft Mission: To provide strategic and operational oversight to help develop a comprehensive and high-quality workforce development system.

Objective PY 25

Information finding for overall areas of opportunity:

- Customer Satisfaction Survey
- Community Partner Survey
- Business Survey
- Eligible Training Provider Survey
- Staff Survey

Objective PY 26

Data informed strategy for development

- Identify areas of professional development opportunities and community development for quality improvement in the areas of stakeholder need based on survey data.

Objective PY 27

Continued Implementation of current strategy and measurement, adjust as needed.



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STRATEGIC PLANNING / Task Forces

8

Determine synergies among multiple WIOA titles I-IV and Engineer **Cross-Title Enrollment** strategies to maximize workforce development efforts

Board Members: Victor Gonzales, Laurie Kierstead-Joseph, Karla Morales and Mary Fleck

Community Member: Wendy Scheder Black

Draft Vision: Ensure seamless co-enrollment across the WIOA system in Pima County

Draft Mission: Leverage co-enrollment across WIOA Titles to empower individuals to overcome barriers to employment and create equitable access to the support and training needed to become employed in a family-sustaining career pathway

PY 2025 Objectives

Develop co-enrollment baseline that includes all 4 titles:

- Leverage shared staff and referral forms to document what co-enrollment is already happening
- Benchmark other counties / states to identify best practices
- Initiate needed MOUs / MOAs to support ongoing data-sharing
 - Develop a single Release of Information form/doc to support data sharing between all partners
 - Training /Cross-training on how we provide services ongoing basis
- Annual in-person training and networking event
- Each partner develop and record a training about their programs/services; and share via an LMS or website



Determine synergies among multiple WIOA titles I-IV and Engineer **Cross-Title Enrollment** strategies to maximize workforce development efforts

Board Members: Victor Gonzales, Laurie Kierstead-Joseph, Karla Morales and Mary Fleck

Community Member: Wendy Scheder Black

PY 2026 Objectives

- Single referral system - one information system to use to refer individuals between partners
- Single enrollment from/process - one intake system that each partner uses as a base of questions
- System-wide training on new referral / enrollment processes

PY 2027 Objectives

- Single data system - All 4 titles have access to and ability to refer and draw reports from a single, county-wide data system
- System-wide training on new data system

PY 2028 Objectives

- Develop continuous improvement plan to increase/strengthen co-enrollment across titles



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STRATEGIC PLANNING / Task Forces

9 Develop and execute innovative **Registered Apprenticeships and Career Pathways** of optimal earning potential that align with strengths, strategies and workforce sectors ideal for Pima County

Board Members: Karen King, Paul Stapleton-Smith, Natalya Brown, Ramon Serrato

Draft Vision: Employers can easily organize, develop, and execute innovative Registered Apprenticeships efficiently.

Draft Mission: Meet the needs of skilled labor force by offering registered apprenticeships, conforming to the policy guidelines of the Pima County Prosperity Initiatives, in a variety of career pathways by increasing employer and job seeker collaboration.

PY 2025 Objectives

- **Form** a standing WIB committee to establish, promote and improve federally registered apprenticeships, and coordinate pilot programs with Governor Hobbs and DOL and OEO
 - **KPI:** WIB Bylaw revision
- **Identifying** and **obtaining** commitment to apprenticeships from membership organizations (e.g. employer organizations, membership organizations, unions and guilds) in the industry sectors with the highest 2022-2032 long-term industry projections in Pima Co (manufacturing, education and health services, trade transportation and utilities, and construction).
 - **KPI:** Number of membership organizations contacted
 - **KPI:** Number of membership organizations committed to developing an apprenticeship program
- **Identifying** and **evaluating** successful registered apprenticeship models and implement in Pima County, if appropriate
 - **KPI:** Number of apprenticeships registered with the Arizona Office of Apprenticeship
 - **KPI:** Number of job seekers registered and number of those completing the registered apprenticeship



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STRATEGIC PLANNING / Task Forces

9

Develop and execute innovative **Registered Apprenticeships and Career Pathways** of optimal earning potential that align with strengths, strategies and workforce sectors ideal for Pima County

Board Members: Karen King, Paul Stapleton-Smith, Natalya Brown, Ramon Serrato

PY 2026 Objectives

- **Identifying and obtaining** commitment to apprenticeships from membership organizations (e.g. employer organizations, membership organizations, unions and guilds) in the industry sectors with the highest 2022-2032 long-term industry projections in Pima Co (leisure and hospitality, information, professional and business services, financial activities).
 - **KPI:** Number of membership organizations contacted
 - **KPI:** Number of membership organizations committed to developing an apprenticeship program
- **Identifying and evaluating** successful registered apprenticeship models and implement in Pima County, if appropriate
 - **KPI:** Number of apprenticeships registered with the Arizona Office of Apprenticeship
 - **KPI:** Number of job seekers registered and number of those completing the registered apprenticeship

PY 2027 Objectives

- **Identifying and obtaining** commitment to apprenticeships from membership organizations (e.g. employer organizations, membership organizations, unions and guilds) in the industry sectors with the highest 2022-2032 long-term industry projections in Pima Co (other services, natural resources and mining, self-employed, government).
 - **KPI:** Number of membership organizations contacted
 - **KPI:** Number of membership organizations committed to developing an apprenticeship program
- **Identifying and evaluating** successful registered apprenticeship models and implement in Pima County, if appropriate
 - **KPI:** Number of apprenticeships registered with the Arizona Office of Apprenticeship
 - **KPI:** Number of job seekers registered and number of those completing the registered apprenticeship



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STRATEGIC PLANNING / Task Forces

9

Develop and execute innovative **Registered Apprenticeships and Career** Pathways of optimal earning potential that align with strengths, strategies and workforce sectors ideal for Pima County

Board Members: Karen King, Paul Stapleton-Smith, Natalya Brown, Ramon Serrato

PY 2028 Objectives

- **Identifying** and **obtaining** commitment to apprenticeships from membership organizations (e.g. employer organizations, membership organizations, unions and guilds) in the emerging technological sectors.
 - **KPI:** Number of membership organizations contacted
 - **KPI:** Number of membership organizations committed to developing an apprenticeship program
- **Identifying** and **evaluating** successful registered apprenticeship models and implement in Pima County, if appropriate
 - **KPI:** Number of apprenticeships registered with the Arizona Office of Apprenticeship
 - **KPI:** Number of job seekers registered and number of those completing the registered apprenticeship

10 Design and execute **Original Discovery-Based Research Initiatives** aligned with current and future developing workforce needs*

**Task Force 10 has not presented its strategic development work to the WIB*

Board Members: Kathy Prather, Michael Guymon, and Danielle Duarte

Draft Vision: provide a visual map so that not only partners, Funders and all workforce ecosystem participants could be found quickly

Draft Mission: We are recommending that we have identify a resource either from an existing or a partnership that we can collectively come up with an ECOSYSTEM MAP- graphically represented, with partners and industries/sectors, including all training sources, and wrap around services in the community. We would suggest this track some data points that are on other sites, but also include funding and any additional track participating data point that are lacking for partners such as outcomes.

PY 2025 Objective

Finding a host, identifying desired outcomes/data points – what exists and what would be gathering data

PY 2026 Objective

Refine partners, and identify any updates and sustainability effort

PY 2027 Objective

Re-evaluate the system



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STRATEGIC PLANNING / Task Forces



Pima County Workforce Investment Board



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Next Steps + Questions