



BOARD OF SUPERVISORS AGENDA ITEM REPORT

Requested Board Meeting Date: 12/04/18

Title: Pima County Workforce Investment Board Workforce Innovation and Opportunity Act
ARIZONA@WORK Pima County Workforce Development Plan 2016-2020 "Plan Modifications."

Introduction/Background:

The Workforce Innovation and Opportunity Act (WIOA) of 2014, Public Law (Pub. L. 113 -128), reauthorized the Workforce Investment Act (WIA) of 1998. The WIOA replaced the WIA effective 07/01/15. The WIOA provides the opportunity to align workforce investment, education, and economic development systems in support of a comprehensive, accessible, high-quality workforce development system in Pima County.

The Pima County Workforce Investment Board (WIB) is the WIOA Local Workforce Development Board established under Section 107, subject to Section 107(c)(4)(B)(i), and conducts oversight for Pima County workforce investment activities authorized under Section 129(c), local employment and training activities authorized under Subsections (c) and (d) of Section 134, and the ARIZONA@WORK Pima County One-Stop Development and Delivery System.

The Pima County WIB, in partnership with the Pima County Board of Supervisors, developed the Pima County Workforce Development Plan 2016-2020 ("Local Plan") in 2016 and submitted the Local Plan to the Governor in November 2016 in order to meet the requirements in the WIOA Section 108, subject to section 106(c)(3)(B).

At the end of the first 2-year period of the 4-year Local Plan, the WIB must review the Local Plan, and in partnership with the Pima County Board of Supervisors, shall prepare and submit Local Plan "Plan Modifications" to reflect changes in labor market and economic conditions, and in other factors affecting the implementation of the Local Plan. The Pima County "Plan Modifications" are highlighted in yellow as requested by the Arizona Department of Economic Security and the Arizona Office of Economic Opportunity who provide administrative support for the Workforce Arizona Council.

The Pima County WIB ARIZONA@WORK Pima County One-Stop Workforce Development System has strived to create an innovative and comprehensive Workforce Development System to meet the needs of its growing population. With the implementation of WIOA, Pima County has had the opportunity to create additional positive change that is improving the Pima County Workforce Development and Delivery System.

The Pima County WIB would like to submit its Pima County Workforce Development Plan 2016-2020 "Plan Modifications" as required by WIOA Sec. 102 (29 U.S.C. 3112), to the Workforce Arizona Council in December 2018 and is recommending an approval to the "Plan Modifications" from the Pima County Board of Supervisors.

If approved, the Pima County WIB and the ARIZONA@WORK Pima County One-Stop Workforce Development System will be able to continue to connect qualified workers with quality jobs, support Pima County's Economic Development Plan and goals, meet the WIOA requirements, and continue to receive WIOA funding.

Discussion:

The Local Plan and "Plan Modifications" provides current labor market and economic conditions information for the Pima County Workforce Development System and describes the various planning and operational elements being implemented from 2016 to 2020. The Local Plan describes how the labor market and economic conditions information is used along with feedback from key stakeholders, WIB members, and the community to help identify and address skill and other gaps within the Pima County Workforce Development System. The Local Plan includes the Adult Program, Dislocated Worker Program, Youth Program, Wagner-Peyser Act Program, Adult Education and Family Literacy Act Program, the Vocational Rehabilitation Program, and additional WIOA-required and non-required One-Stop Partners, and One-Stop Service Providers. WIOA Section 108 States: *At the end of the first 2-year period of the 4-year local plan, each local board shall review the local plan and the local board, in partnership with the chief elected official, shall prepare and submit modifications to the local plan to reflect*

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changes in labor market and economic conditions or in other factors affecting the implementation of the local plan. The Local Plan "Plan Modifications" were provided to Key Stakeholders who were also notified of the public comment period that was from October 1, 2018 to October 31, 2018. The Pima County "Plan Modifications" are highlighted in yellow as requested by the Arizona Department of Economic Security.

Conclusion:

The ARIZONA@WORK Pima County One-Stop System's vision is "connecting qualified workers with quality jobs." The significance of that vision is that Tucson's ability to attract quality jobs depends in part on the availability of a labor pool of qualified workers. This is consistent with the Pima County Comprehensive Plan Pima Prospers:

- 6.4 Goal 1: Develop our workforce to meet the business needs of our economy;
- State Goal 3. Grow and Develop a Skilled Workforce; and
- State Strategy 7. Identify and Respond to High-Demand and Growing Industry/Employment Sectors at Local and Statewide Levels.

One of the first priorities for employers is to find people who understand the need to be punctual, communicate with the supervisor and team members, and to dress appropriately. Appropriate use of communication tools is also a growing need, as these tools become both more personalized and more pervasive. Employers have identified a variety of skill set gaps in today's workforce such as problem- solving, listening skills, and lack of teamwork. The most critical skill gap is found in the hard working person who lacks basic education skills, a high school diploma and/or is Limited English proficient. Lack of basic skills makes it all the more difficult for these people to overcome new gaps created by innovation and the rapidly changing technology.

Recommendation:

The Pima County Workforce Investment Board is recommending an approval of the "Plan Modifications" from the Pima County Board of Supervisors and to give the Pima County Community Services, Employment and Training Department staff and the WIB Executive Committee authority to make technical amendments based on feedback from Key Stakeholders and the Workforce Arizona Council.

Fiscal Impact:

If approved, the Pima County Workforce Investment Board and the ARIZONA@WORK Pima County One-Stop Workforce System will be able to continue to connect qualified workers with quality jobs, support Pima County's Economic Development goals, meet the WIOA requirements, and receive WIOA funding.


Board of Supervisor District:

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☒ All

Department: Community Services, Employment and Training Telephone: 520-724-7700

Contact: Anna M. Cunes Telephone: 520-724-6766

Department Director Signature/Date:  11-21-18

Chief Deputy County Administrator Signature/Date:  11/26/2018

County Administrator Signature/Date:  11/27/18



ARIZONA @ WORK™



Quality Jobs • Qualified Workers

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Workforce Innovation and Opportunity Act

Pima County Workforce Development Plan 2016-2020

“Plan Modifications” 12.15.18



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Pima County Workforce Development Plan 2016-2020

"Plan Modifications" 12.15.18

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Executive Summary

As a component of Pima County's ongoing efforts to promote economic development, job growth, higher wages, and increased wealth within our region, the Pima County Community Services, Employment and Training Department (CSET) has reviewed the Pima County Workforce Development Plan 2016-2020 (Plan) with the Pima County Workforce Investment Board (WIB) and the Local Chief Elected Official (LCEO). The Plan has been modified as required under the Workforce Innovation and Opportunity Act (WIOA) Section 108.

These "Plan Modifications" are a midterm update of the previous Plan approved by the Pima County Board of Supervisors on 11/22/16.

Pima County, the Pima County Workforce Investment Board (WIB), the ARIZONA@WORK Pima County One-Stop Partners and Service Providers that make up the Pima County One-Stop System, consider all of the County's employers and residents to be its market along with all of the organizations that collaborate to connect people to jobs, educate and train people, and develop economic incentives for industry growth, current or potential Partners.

The ARIZONA@WORK System, a proud partner of the American Job Center network, provides services to this market that connects employers and job seekers by identifying skills gaps that industry and employers encounter and provides job seekers with the soft skills, basic skills, and technical skills that employers need.

This System is marketed to companies and industry sectors that offer occupations with career ladders, and to job seekers for whom the normal employer-job seeker marketplace may not work. In Pima County, investment in this System is through local, state, and federal dollars and supports the past Pima County Economic Development Plan, 2015 through 2017 and current Pima County Economic Development Plan, updated through 2018.

The required ARIZONA@WORK Partners are entities designated by Section 121 (b)(1)(B) of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and 34 CFR Section 463.400. Additional Partners to this Agreement may be so designated by the WIB under Section 121 (b)(2).

Entity Responsible for Partner Program	Partner Program
Pima County Community Services, Employment and Training (CSET)	WIOA Title I-B Adults, Dislocated Workers and Youth Programs
	Senior Community Service Employment Activities authorized under Title V of the Older Americans Act of 1965
	Employment and Training Activities carried out by the U.S. Department of Housing and Urban Development (HUD)

Pima County Community College District, Pima Community College (PCC)	WIOA Title II Adult Education and Literacy Activities
	Career and Technical Education Programs at the Postsecondary Level authorized under the Carl D. Perkins Career and Technical Education Act of 2006
Arizona Superior Court in Pima County, Adult Probation Department, Literacy Education and Resource Network (LEARN) Program	WIOA Title II Adult Education and Literacy Activities
Arizona Department of Economic Security (D.E.S.), Division of Employment Administration	WIOA Title III Employment Service Programs under the Wagner-Peyser Act
	Programs authorized under State Unemployment Insurance Compensation Laws
	Trade Adjustment Assistance of Title III of the Trade Act of 1974
	Veterans Employment Representative and Disabled Veterans Outreach Activities authorized under Chapter 41 of Title 38, United States Code
	Supplemental Nutrition Assistance Program (SNAP), authorized under Part A of Title IV of the Social Security Act
Arizona D.E.S., Division of Rehabilitation Services Administration (RSA)	WIOA Title IV Vocational Rehabilitation Services Programs authorized under Title I of the Rehabilitation Act of 1973
Portable, Practical Educational Preparation, Inc. (PPEP, Inc.)	WIOA Title ID, Section 167 Migrant and Seasonal Farm Worker Programs and Section 171 YouthBuild Programs
Human Learning Systems, Inc./Fred G. Acosta Job Corps Center	WIOA Title IC Job Corps Programs
Tucson Indian Center (TIC)	WIOA Title ID, Section 166, Native American Programs
ResCare Workforce Services-Arizona, Inc.	Temporary Assistance for Needy Families (TANF) Program, authorized under Part A of Title IV of the Social Security Act
Responsible Entity ("Partner")	Additional Partner Program
City of Tucson Housing and Community Development Department	U.S. Department of Housing and Urban Development (HUD) 24 CFR Part 570 Community Development Block Grant (CDBG) Program authorized under Title I of

	the Housing and Community Development Act of 1974
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The ARIZONA@WORK System's efforts to connect local strategies to the State Plan include the WIB, WIB Executive Committee, WIB Planning Committee, WIB Performance and Accountability Committee, the One-Stop Business Services Team, and two Pima County staff work groups who have been developing strategies and related action steps in the areas of communication, data, career pathways, sector strategies, and common processes for all of the One-Stop Partners.

The WIB, WIB Committees, the Business Services Team, and the work groups identify ways to strengthen collaboration and more effective ways to communicate amongst all One-Stop Partners and Service Providers, employers, and job seekers.

The local strategies also include seeking more streamlined, common processes within the local ARIZONA@WORK System and methods for gathering information more efficiently across the various data systems used throughout the State's workforce development system.

The Business Services Team conducts on-going meetings with employers to maintain and establish the business partnerships needed and to help determine what jobs are in-demand in Pima County and that will lead to a job-driven workforce development system:

- ✓ The types of training and credentials that individuals need to be qualified for these positions;
- ✓ Development and implementation of career pathways;
- ✓ Identification of sector strategies; and
- ✓ Monthly Job Developers' (JDs) meetings that provide the JDs and Workforce Development Specialists (WDS) with face-to-face meeting opportunities with employers so the JDs and WDS may learn what the employers' workforce needs are in order to better assist the ARIZONA@WORK Pima County One-Stop clients. The 09/18/18 meeting featured "Best Practices for Working with People with Barriers."

As these partnerships are developed and strengthened, they lead to enhanced services to job seekers. As employers become more familiar with the ARIZONA@WORK services, their interest in providing opportunities for job seekers expands into participation in work-based training such as On-the-Job Training (OJT) and customized training.

The ARIZONA@WORK System has created sector strategies identifying industries most critical to economic growth. It is a priority being addressed by the WIB because of the need to better align workforce, education, and economic development with industry needs.

The Rapid Response activities provide services to employers and includes strategies for incumbent worker training focusing on layoff aversion.

The Arizona Department of Economic Security (D.E.S.) maintains the State Eligible Training Provider List (ETPL), which contains approved Eligible Training Providers who offer training services to meet the skill development needs of Adult and Dislocated Worker Program participants, including those who are disabled and/or require literacy assistance. The Pima County training programs approved for the Pima County ETPL are for in-demand occupations in the local area. The training programs are monitored by the WIB Performance Committee and the WIB Planning Committee to determine the occupations that are offered to Pima County One-Stop clients. Pima County uses criteria that includes the demand for occupations in Pima County, alignment with the WIB's sector strategies, the WIB Pima County Career Pathways Guidelines, and this Pima County Workforce Development Plan.

Since its transfer in 2011 from the Arizona Commerce Authority to D.E.S., the Arizona Office of Registered Apprenticeship plans to work closely with workforce partners in local areas to develop strategies for engaging the business community and increasing the visibility of the Arizona Registered Apprenticeship Program. The WIB currently has three members who represent the following Workforce Category and Subcategories:

- (1) Tucson Electrical Joint Apprentice and Training Center;
- (2) Pima Area Labor Federation, AFL-CIO; and
- (3) Southwest Regional Council of Carpenters, Local Union 1912.

The Arizona Office of Economic Opportunity (OEO) supports the WIB by providing reports, analyses, and technical assistance. The OEO webpages <https://population.az.gov/> and <https://laborstats.az.gov/> are available to all stakeholders and the general public. The OEO has been an integral partner during the WIOA implementation and has worked ongoing with the WIB to help identify needs for data and technical assistance. The OEO is also an important partner for the implementation of strategies requiring labor market information.

The ARIZONA@WORK System has service and referral agreements between the local adult education provider – Pima County Community College District - and the local ARIZONA@WORK Job Centers. Many of the strategies and initiatives outlined in this Plan are designed to increase and strengthen the collaboration between adult education and workforce partners to develop and implement consistent and standardized processes for communication, intake, orientation, assessment, referral and data sharing to better serve Pima County clients.

3. Analysis

Physically about the size of Massachusetts and home to a million people, [Pima County](#) is the largest county in southern Arizona. It is predominantly rural with the major population center in Tucson, the county seat. Pima County has the second largest population in Arizona after Maricopa County, and will continue to be a major economy in the state. The military has a large presence in Pima County, and there are many veterans and transitioning military personnel with excellent skill sets living here, and who help anchor one of the most important industry sectors - Aerospace and Defense ([A&D](#)).

The Pima County Workforce Investment Board ([WIB](#)) has defined six industry sectors that include:

- 1) Aerospace & Defense
- 2) Emerging Technologies
- 3) Health and Bioscience
- 4) Infrastructure
- 5) Logistics; and
- 6) Natural and Renewable Resources.

The following sections of this Plan provide additional detail and data about Pima County's growing, dynamic economy. Because of the growth and seasonal changes, data describing Pima County is constantly changing. Much of the data reported here is from the [Arizona Office of Economic Opportunity](#) (OEO).

The University of Arizona Eller College of Management developed the Making Action Possible (MAP) Dashboard which is a project created to measurably improve Southern Arizona through data driven collective civic action and education. This website provides users with indicators on our region's progress, as well as access to the latest information and research. MAP fills a gap by providing a common collection of information upon which to evaluate our community and collaborate to address our shared issues. Visit the MAP Dashboard for an excellent resource of data at <https://ebr.eller.arizona.edu/research-publications/making-action-possible-dashboard>.

Government and private sector leaders across Pima County agree that a quality workforce sufficient to meet economic demand is critical to our being competitive in the current global, knowledge and technology-based economy. While focused on workforce, this Pima County Workforce Development Plan is consistent with and supports the Pima County [Economic Development Plan](#), and the [State Workforce Development Plan](#).

3. Analysis

a. Analysis of regional economic conditions.

i. Counties covered; brief description of the characteristics of the local area and list of service access sites.

The Arizona Office of Economic Opportunity (OEO) produces demographic, labor force, regulatory, workforce, and economic information for Arizona and sub-state areas. OEO created the following summary of economic highlights for Pima County.

This section summarizes labor market and workforce trends occurring within the Pima County economy to help address and manage future workforce challenges.

- o Pima County experienced a population growth of 42,509 individuals from 2010-2017 making it the 3rd largest population growth of all Arizona counties.
- o Through 2021, it is projected that 3/4ths of the county's population growth will be

created from net migration (number of individuals moving to the county will exceed the number leaving the county).

- Pima County is a slightly older and poorer county with a higher median age, a lower median household income, and a higher rate of poverty when compared to Arizona and the United States.
- Pima County's population has a higher proportion of individuals with an Associate's degree or higher when compared to Arizona and the United States.
- Unemployment rates for Pima County workers are higher than the state rate for all education levels except those with a high school diploma. The unemployment rate for those with high school diplomas is 1.2 percentage points lower than the unemployment rate for those with a high school diploma across the state (Pima: 5.4%, Arizona: 6.6%, United States: 5.7%).
- Pima County has a higher rate of SNAP and Medicaid/AHCCCS users than either Arizona or the United States, but is close to the state average rate in use of TANF and SSI.
- Pima County has similar health coverage patterns to the state level; though there is a higher proportion of individuals receiving public coverage and a lower percentage of uninsured individuals.
- Pima County recorded declines in unemployment since 2010, with consistently higher levels of unemployment than the state.
- In September 2018, Pima County saw the largest over-the-year job growth in Education and Health Services (11.1%, 1,200 jobs); Professional and Business Services (3.7%, 2,200 jobs); and Construction (11.1%, 1,200 jobs).

Pima County has a population of 980,263 living in an area that is a little larger than the state of Massachusetts (9,240 square miles).

Most of the population lives in the Metropolitan Tucson area, which includes:

Marana	34,961
Oro Valley	41,011
South Tucson	5,652
Tucson	520,116

Populations close to the Metropolitan area include:

Avra Valley	6,050
Catalina	7,569
Green Valley	21,391

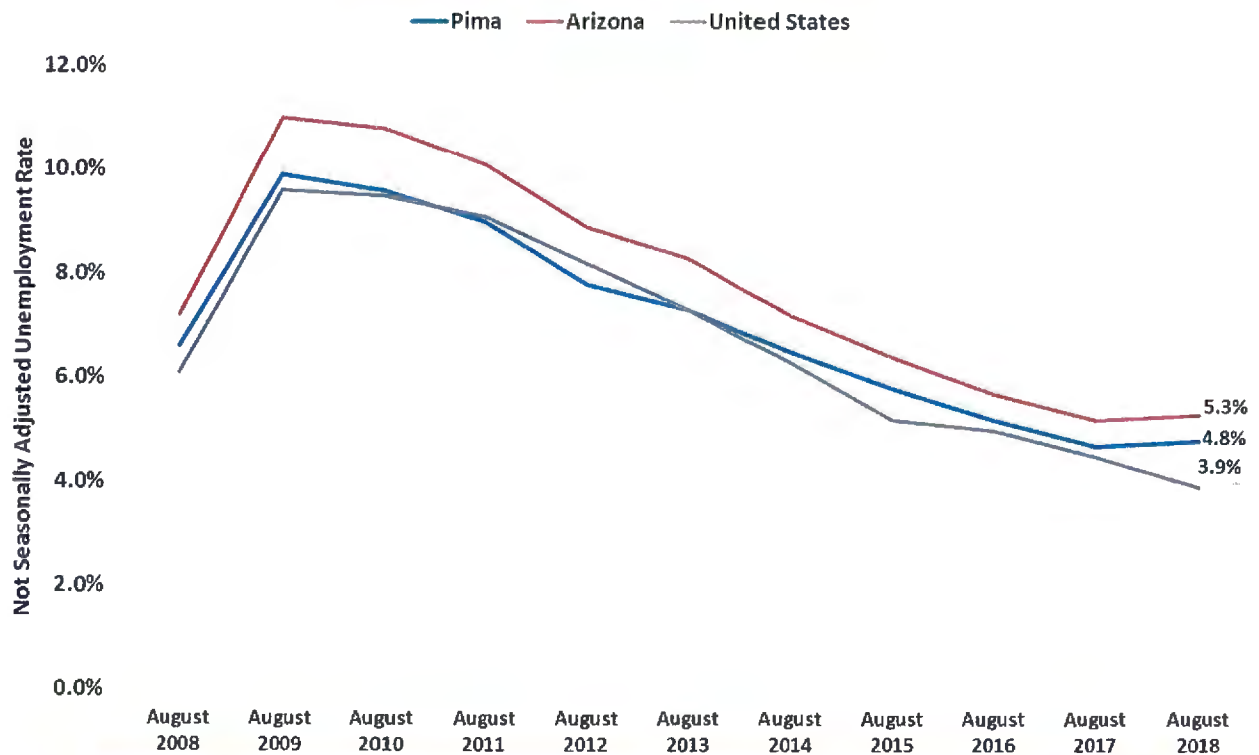
Sahuarita	25,259
Vail	10,208

Populations in distant or rural communities include:

Ajo	3,304
Amado	295
Arivaca	695
Avra Valley	6,050
Picture Rocks	9,563
Sells	2,495
Three Points	5,581

Source: Population Demographics for Pima County, Arizona in 2017, 2018,
<https://suburbanstats.org/population/arizona/>

August Unemployment Rate Comparisons Pima County, Arizona and United States Historical Rates



Source: Office of Economic Opportunity in cooperation with the US Department of Labor, Bureau of Labor Statistics using Local Area Unemployment Statistics (LAUS).

In general, Pima County's unemployment rate has trended below Arizona's rate.

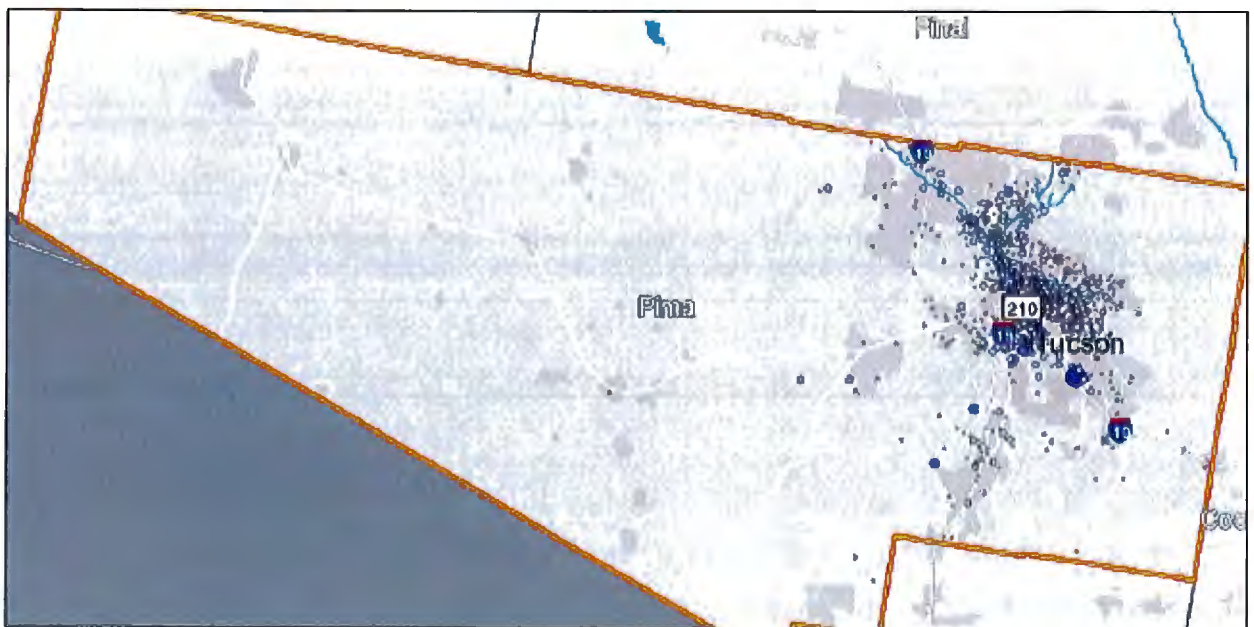
[Pima County's Economic Development Plan](#), updated in 2014 and 2018, discusses several employment centers in the urban area. Central Tucson houses government, the University of Arizona, part of [Pima Community College](#), and features a revitalized downtown with start-up business activity.

The [Sonoran Corridor](#) and [Aerospace Parkway](#) broke ground in December 2015 and is anchored by Davis-Monthan Air Force Base, the Tucson International Airport, [Raytheon](#), the [Pima Community College Aviation Center](#), and [World View® Enterprises, Inc.](#) A professional analysis estimates World View's economic impact in the region at \$3.5 billion over the next 20 years.

The Tucson Tech Corridor, near Vail in Southeast Tucson, is anchored by the [Port of Tucson](#) and the [University of Arizona, Tech Parks Arizona](#) which features a range of innovation, from corporate incubation to IBM.

The I-10 corridor through Marana and Oro Valley includes companies such as [Sargent Aerospace and Defense](#) and [Ventana Medical Systems](#).

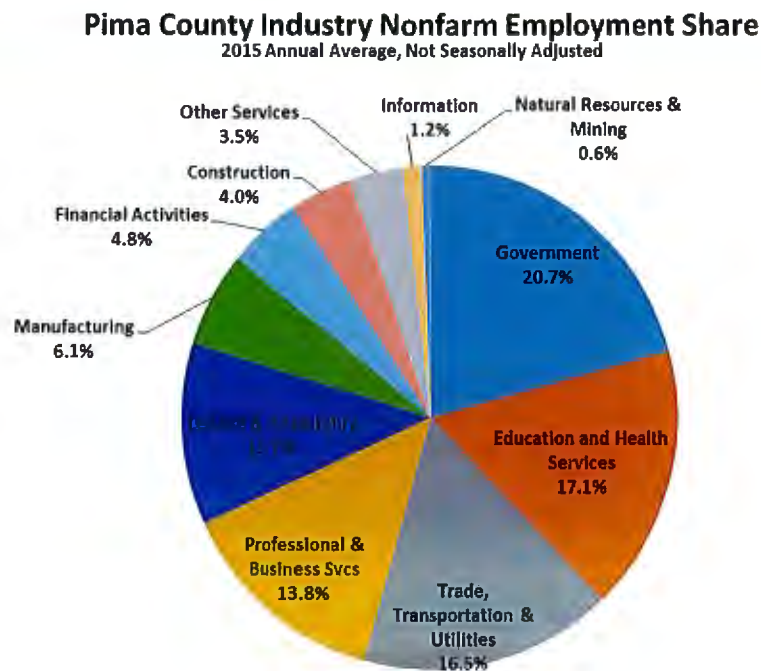
Job Locations (Goods Producing) Pima County 2014



Source: Produced by the Arizona Office of Employment and Population Statistics using *On The Map*, in cooperation with the U.S. Census Bureau

Pima County is large enough to have a rich variety of industries, from goods-producing to service. Construction is recovering toward to pre-recession levels, and like most areas of the country, manufacturing has been strengthened. Health services continue to be strong, and Pima County continues to be a resort destination. Visitors

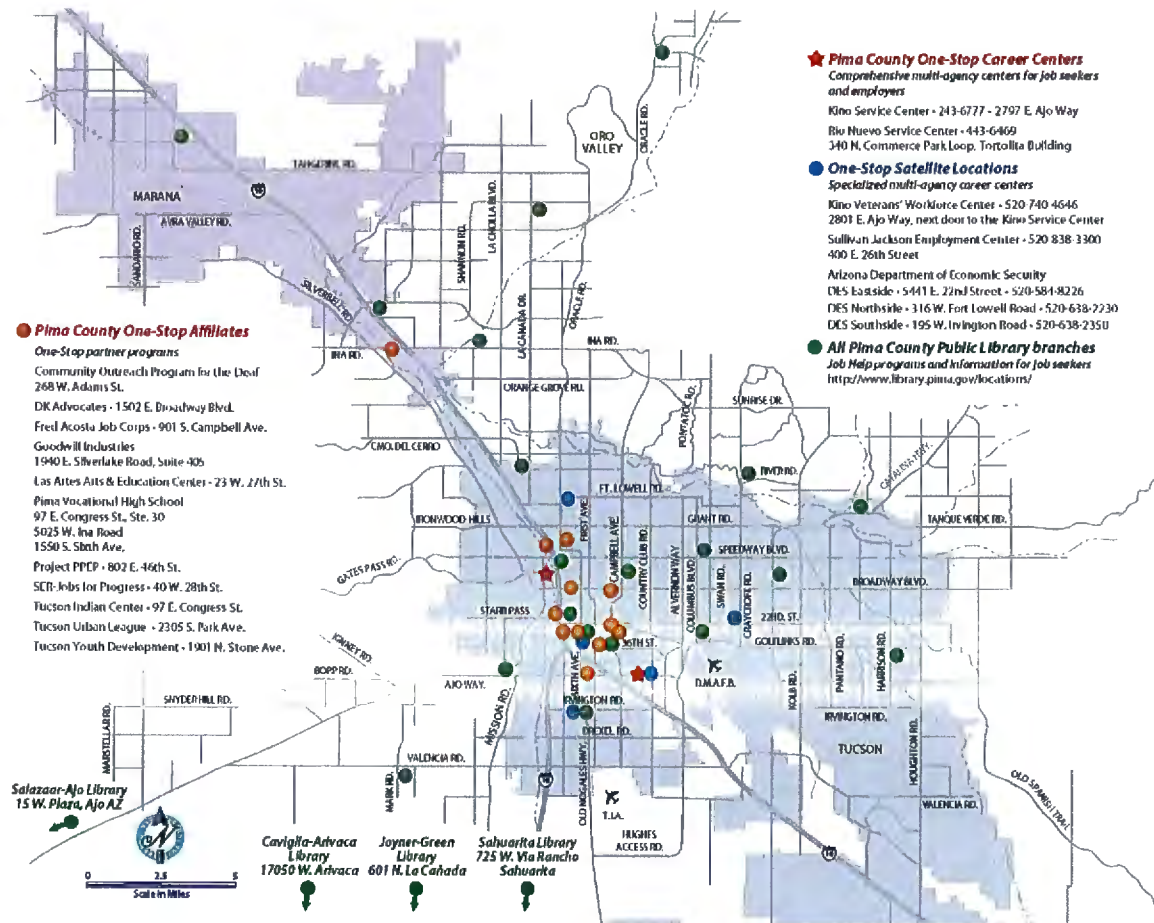
spend \$2.4 billion annually in Pima County, including \$74 million in local taxes. Their expenditures on lodging, food and beverages, entertainment, retail, local transportation and gasoline help to employ 25,500 people in Pima County.



Source: Produced by the Arizona Office of Employment and Population Statistics, using CES data in cooperation with the U.S. Dept. of Labor, Bureau of Labor Statistics

Perhaps the most difficult challenge for the WIB is service to rural residents. While most of Pima County's residents live in the 500 square mile urban area surrounding Tucson, some live in the other 8,700 square miles. The WIB reached back to the area's frontier roots and created "circuit-rider" staff that moves through the small communities on a regular schedule. Another method has been a partnership with the [Pima County Public Library](#) system.

ARIZONA@WORK Pima County One-Stop workforce system access points:



(2) Comprehensive ARIZONA@WORK Pima County One-Stop Career Center locations with co-located Partners' staff:

Kino Service Center

2797 E. Ajo Way
Tucson, AZ 85713
520-724-7700

Rio Nuevo Service Center

City of Tucson Community Resource Center
Tortolita Building
340 N. Commerce Park Loop
Tucson, AZ 85745
520-724-7600

(2) Specialized ARIZONA@WORK Pima County One-Stop Career Center locations:

Kino Veterans' Workforce Center *(located next to the Kino Service Center)*

2801 E. Ajo Way
Tucson, AZ 85713
520-724-2646

Youth Employment Center *(located next to the Rio Nuevo Service Center)*

City of Tucson Community Resource Center
Sentinel Building, 2nd Floor
320 N. Commerce Park Loop
Tucson, AZ 85745
520-724-9649

(16) Affiliate ARIZONA@WORK Pima County One-Stop Career Center locations:

Sullivan Jackson Employment Center

400 E. 26th Street
Tucson, AZ 85713
520-724-7300

Built by Pima County to provide services to homeless job seekers

Pima Community College (PCC) Learning Centers

29th Street Coalition Center

4355 E. Calle Aurora
Tucson, AZ 85711
520-206-3550

El Pueblo Liberty Learning Center

101 W. Irvington Road, Building 7
Tucson, AZ 85714
520-206-3737

El Rio Learning Center

1390 W. Speedway Boulevard
Tucson, AZ 85745
520-206-3800

**Arizona Superior Court of Pima County, Pima County Adult Probation,
Literacy Education and Resource Network (LEARN) Centers**

South LEARN Center

2695 East Ajo Way
Tucson, AZ 85713
520-724-5434

East LEARN Center

8180 East Broadway Boulevard
Tucson, AZ 85710
520-724-5434

West LEARN Center

3781 North Highway Drive, #109
Tucson, AZ 85705
520-724-5434

**Arizona Department of Economic Security (D.E.S.)
Employment Administration, Employment Service Local Offices:**

Arizona D.E.S. Tucson East Office *(VR services only)*

5441 E. 22nd Street, Suite 101
Tucson, AZ 85711
520-638-2701

Arizona D.E.S. Tucson East Office

1455 S. Alvernon Way, #201
Tucson, AZ 85711
520-872-9095

Arizona D.E.S. Tucson North Office

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

Arizona D.E.S. Tucson South Office

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

**Arizona Department of Economic Security (D.E.S.)
Vocational Rehabilitation Services (VRS)
Region II Vocational Rehabilitation local locations:**

Administration

400 West Congress, #420
Tucson, AZ 85701
520.628.6810
TTY Server: 1.855.475.8194

Tucson East Office

1455 S. Alvernon Way, #201
Tucson, AZ 85711
520-872-9095

East 29th Street Office

5441 East 22nd Street, Suite 101
Tucson, AZ 85711
520.638.2701
TTY: 520.790.5674
TTY Server: 1.855.475.8194

Irvington Office

195 West Irvington Road
Tucson, AZ 85714
520.638.2390
TTY Server: 1.855.475.8194

Mona Lisa Office

7225 North Mona Lisa, #202
Tucson, AZ 85741
520.544.8618
TTY Server: 1.855.475.8194

Alvernon Office

1455 South Alvernon Way, #201
Tucson, AZ 85711
520.872.9095
TTY Server: 1.855.475.8194

Wilmot Office

899 North Wilmot Road, #C7
Tucson, AZ 85711
520.790.0107
TTY Server: 1.855.475.8194

Serving Persons who are Blind, Visually Impaired and Deaf (SBVID) Office

100 North Stone Avenue, #500B
Tucson, AZ 85701
520.629.0225
TTY Server: 1.855.475.8194

(7) Local Service Providers and (3) Required Partners offer additional Workforce System Access Point Locations:

- 21 Pima County Public Library Branches
- Community Outreach Program for the Deaf (COPD)
- Dorothy Kret Advocates, Inc. (DKA)
- Goodwill Industries of Southern Arizona, Inc.
- Service Employment & Redevelopment - Jobs for Progress, Inc. (SER)
- Tucson Urban League, Inc. (TUL)
- Tucson Youth Development, Inc. (TYD)
- Fred G. Acosta Job Corps Center
- Portable, Practical Educational Preparation, Inc. (PPEP, Inc.)
- Tucson Indian Center

3. Analysis

a. Analysis of regional economic conditions

ii. Existing and emerging in-demand industry sectors and occupations.

The WIB's Planning Committee periodically reviews local data and economic development reports to determine which industries are critical to the growth of the local economy. It takes into consideration sectors emphasized by the [Pima County Economic Development Plan](#), Update 2015-2018, [Sun Corridor Inc.](#), and the [Arizona Commerce Authority](#).

A complete list of the following 2017-2019 Pima County Industry Employment Projections may be found at Laborstats.az.gov:

2017-2019 Pima County Industry Employment Projections				
Industry Title	2017	2019	Numeric Change	Percent Change
Total All Industries	392,316	405,671	13,355	3.4%
Health Care and Social Assistance	62,130	64,883	2,753	4.4%
Admin. & Support & Waste Management & Remediation	30,385	32,123	1,738	5.7%
Administrative and Support Services	29,699	31,430	1,731	5.8%
Manufacturing	23,884	25,347	1,463	6.1%
Ambulatory Health Care Services	21,653	22,990	1,337	6.2%
Accommodation and Food Services	39,625	40,826	1,201	3.0%
Construction	15,819	17,019	1,200	7.6%
Food Services and Drinking Places	31,858	32,960	1,102	3.5%
Specialty Trade Contractors	11,665	12,628	963	8.3%
Professional, Scientific, and Technical Services	19,140	20,088	948	5.0%
Hospitals	18,999	19,618	619	3.3%
Retail Trade	42,115	42,704	589	1.4%
Social Assistance	11,033	11,610	577	5.2%
Transportation and Warehousing	8,417	8,989	572	6.8%
Arts, Entertainment, and Recreation	8,514	8,978	464	5.4%
Amusement, Gambling, and Recreation Industries	7,137	7,538	401	5.6%
Finance and Insurance	11,207	11,550	343	3.1%
Information	5,374	5,679	305	5.7%
Truck Transportation	2,068	2,338	270	13.1%
Insurance Carriers and Related Activities	4,477	4,746	269	6.0%
Government	27,942	28,209	267	1.0%
Other Services (Except Government)	14,657	14,909	252	1.7%
Nursing and Residential Care Facilities	10,445	10,665	220	2.1%
Local Government, Excluding Education and Hospitals	14,538	14,757	219	1.5%
Construction of Buildings	2,574	2,769	195	7.6%
Wholesale Trade	8,055	8,246	191	2.4%
Food and Beverage Stores	9,458	9,638	180	1.9%
Educational Services	37,768	37,933	165	0.4%
Educational Services	37,768	37,933	165	0.4%
Repair and Maintenance	4,001	4,164	163	4.1%
Building Material and Garden Equipment and Supplies Dealers	2,823	2,982	159	5.6%
Motor Vehicle and Parts Dealers	5,792	5,949	157	2.7%

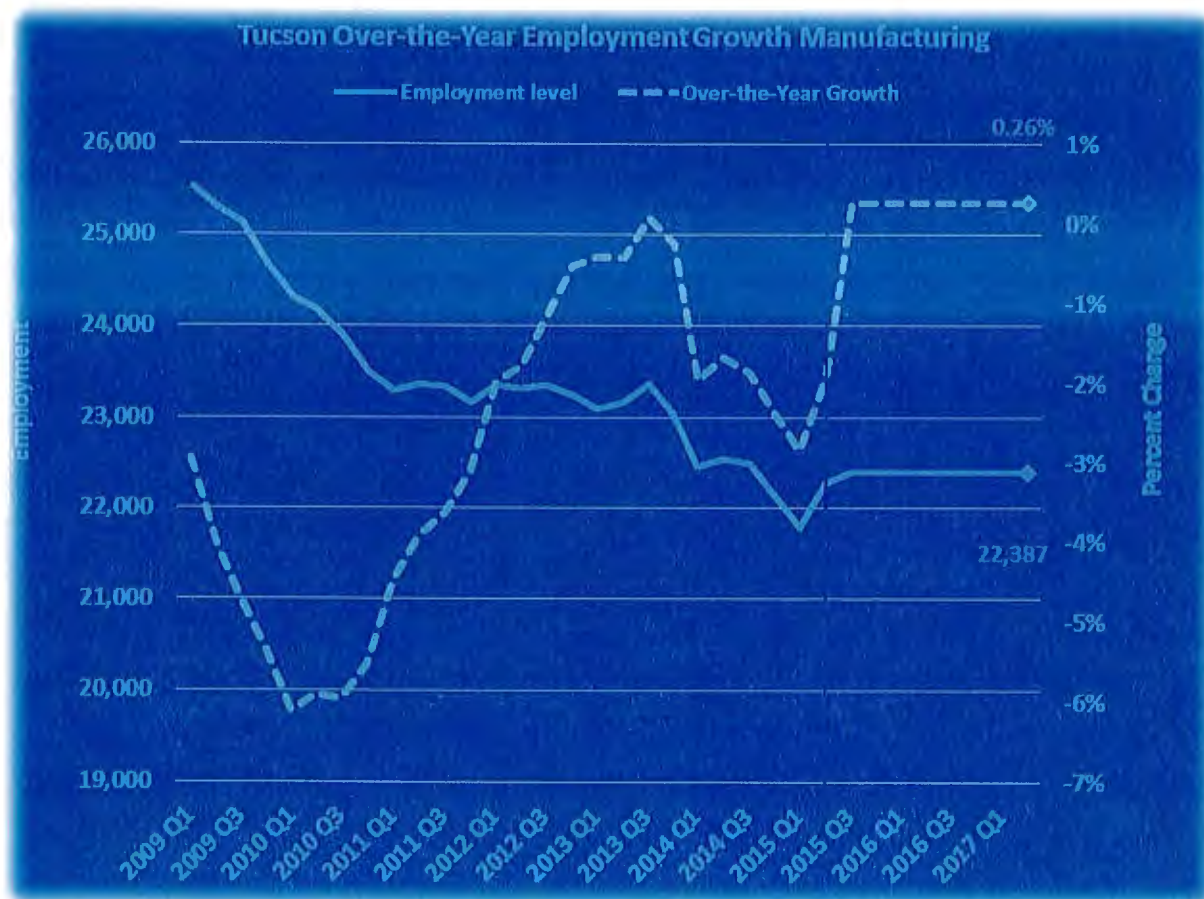
Source: Arizona Office of Economic Opportunity 2017-2019 Industry Projections

The Arizona Commerce Authority ([ACA](#)) has developed a “Sector Strategy” approach for the statewide workforce development system. In Pima County, a number of sector initiatives have developed out of a synergistic approach that incorporates integrated cross-program strategies that meet the needs of specific populations and sub-populations as well as the workforce needs of employers in a sector at the regional level. A great example is the Southern Arizona Logistics Education Organization ([SALEO](#)).

At the local level, the ARIZONA@WORK System has helped industry and education rejuvenate the machinist/manufacturing pipeline. For more detail on Pima County sector strategies, see Plan Section 7.

Aerospace and Defense (also a state sector)

The nation's fifth largest aerospace-defense industry sector accounts for 50,000 jobs in southern Arizona, many of which are in Pima County. This includes a concentration of the highest paid jobs, with military bases, defense contractors, and supporting manufacturers anchored by [Davis-Monthan Air Force Base](#) and major companies such as [Raytheon](#), Bombardier, and Sargent Aerospace & Defense, and the private American near-space exploration and technology company [World View® Enterprises, Inc.](#)



Emerging Technologies

This sector encompasses entrepreneurship research and development, innovation, technology transfer and commercialization. These activities create primary jobs and drive competitiveness.

The area has had a number of locally grown companies, including Tucson-based [Burr-Brown](#) Corporation that was sold in June 2000 to technology giant Texas Instruments Corporation, and [Ventana Medical Systems, Inc.](#), a member of the Roche Group, innovates and manufactures instruments and reagents that automate tissue processing and slide staining for cancer diagnostics.

Pima County has 1,200 high tech companies, ranging from established Fortune 500 companies to small start-ups, some of them resulting from technology transfer activities from the University of Arizona (UA) [Tech Launch Arizona](#).

The UA [Tech Parks Arizona](#) creates the place, environment and interactive ground that generates, attracts, and retains technology companies and talent in alignment with the research, mission, and goals of the UA. Tech Parks Arizona directs the UA Tech Park at Rita Road, UA Tech Park at The Bridges, and the [Arizona Center for Innovation](#).

The UA [Tech Park at Rita Road](#) is one of the nation's premier research parks. It is a dynamic, interactive community where innovators and business leaders meet and where emerging companies and technology giants work side by side. It is located in one of Arizona's fast-growing suburban settings on Tucson's southeast side and has 2 million square feet of space for high-tech offices, R&D, and laboratory facilities.

The UA [Tech Park at The Bridges](#), an urban research park, is Arizona's newest offering and it is development-ready. The site will soon be home to a dynamic community of technology companies, along with a science-and-technology high school, recreational facilities, and high-quality and residential development. Together they will create a live-work-play-learn environment that is one of the region's most innovative and exciting developments.

Logistics

The region's strategic location along the U.S.-Mexico border and key trade routes accounts for the prominence of transportation and logistics, with career opportunities in purchasing, expediting, distribution, fleet management, import/export, inventory management, supply-chain management and warehousing. The major crossroads aspect of Pima County, located along Interstates 10 and 19, as well as rail connections running east/west from the sea ports of California and north/south from Mexico, is exemplified by the [Port of Tucson](#), a full service inland port, rail yard and intermodal facility. Major employers in the area include Union Pacific Railroad, American Airlines, Target.com Fulfillment Center, UPS, Off-Shore Group, Biagi Bros. Logistics, and ABF Freight.

Bringing the HomeGoods Distribution Center to Tucson was a collaboration with the City of Tucson, Pima County, the Arizona Commerce Authority, Sun Corridor and HomeGoods. In addition, the votes by the other boards of school districts and governmental entities helped to bring the distribution center here.

According to an independent economic analysis, the HomeGoods Distribution Center will have an economic impact of \$838 million for our community.

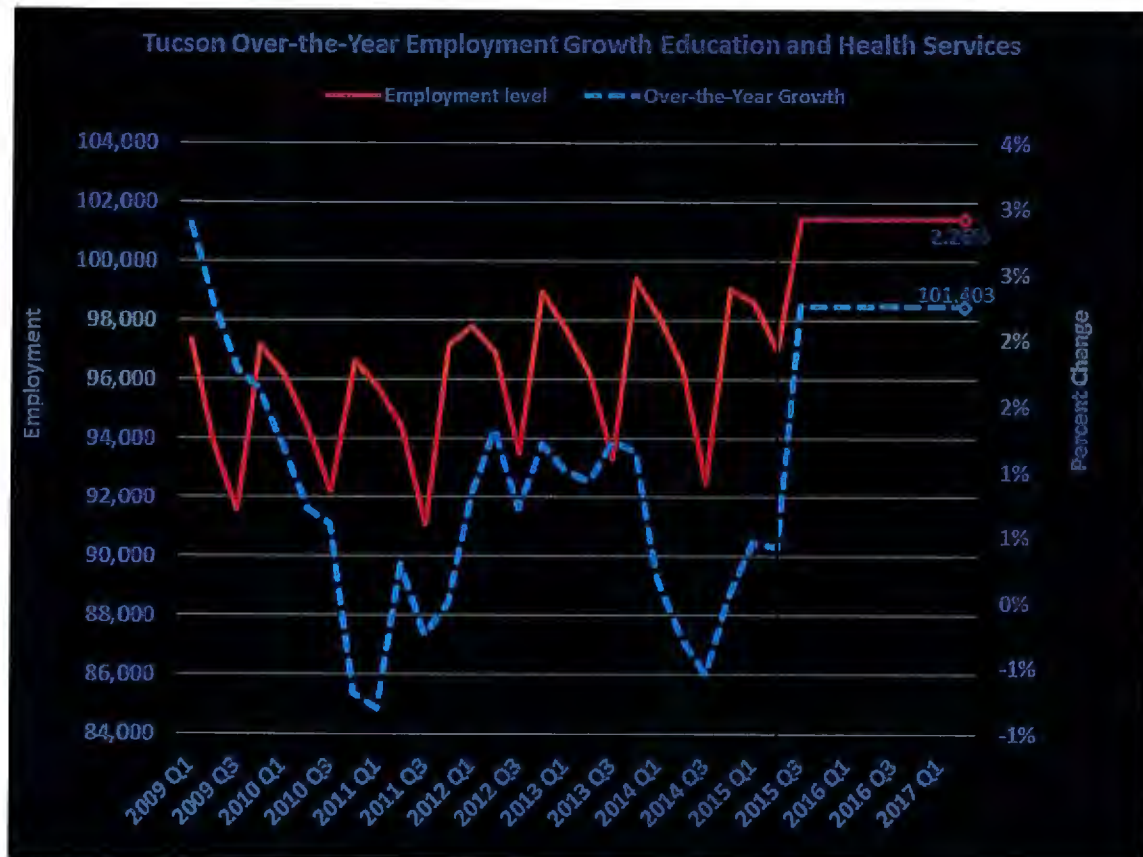
In April 2016, HomeGoods announced that they were looking to fill 400 positions for its new distribution center that was set to open in June 2016. Applications for general warehouse associate, distribution center supervisor, and management positions were accepted for their 850,000-square foot HomeGoods Distribution Center that gets the products sold by HomeGoods to their stores across the Western United States. As of October 2018, HomeGoods employs 1,000 people.



Health and Bioscience

Health Care and Bioscience are large and vibrant industries that provide a significant number of high-paying jobs in southern Arizona, anchored by the University of Arizona Medical School, and ranging from traditional health occupations, state of the art health information systems, and cutting edge biotechnology businesses.

Employers range from medical offices to hospitals such as [Tucson Medical Center](#), Banner-University Medical Center, Carondelet Health Network, and Northwest Medical Center, to biotech firms such as Accelerate Diagnostics, Ventana Medical Systems and Sanofi Tucson Research Center.



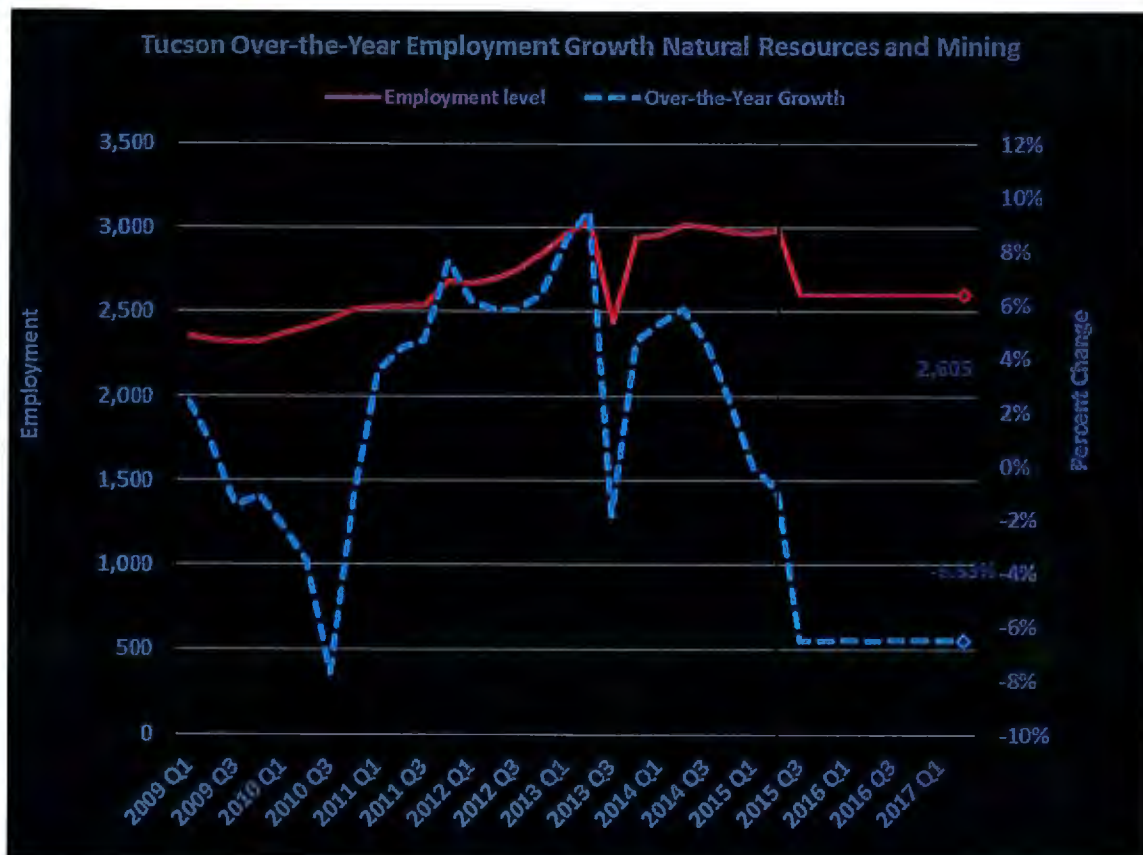
Natural and Renewable Resources

This sector focuses on both the creation of “green” jobs, facilities and systems that help reduce or eliminate reliance on non-replaceable energy sources and the importance of extracting natural resources from the ground.

The natural resource aspect of the area features mining firms and suppliers such as [Freeport-McMoRan](#), Asarco, [CAID Industries](#), and Caterpillar Inc.

Sun Corridor Inc., the Arizona Commerce Authority, Rio Nuevo, the City of Tucson, and Pima County all worked together to assemble a package of economic incentives that ultimately induced [Caterpillar](#) to select Tucson as the site for its reorganized Surface Mining and Technology Headquarters. This consolidated operation is expected to grow to include nearly 1,000 jobs within five years, which means this action will result in 650 new highly-skilled jobs with an average annual salary of \$90,000.

In May 2016, Caterpillar announced an economic development project win for the state with the news that Caterpillar Inc., the world’s leading manufacturer of construction and mining equipment, selected Tucson and an economic impact study commissioned by Sun Corridor Inc. has estimated Caterpillar’s operation in Pima County would generate a total economic impact during its first five years of almost \$600 million.



The renewable resources industry sector features “Solar Zone” at the University of Arizona, [Tech Parks Arizona](#) that helps companies conduct research for new photovoltaic and other sun powered systems under the areas’ 311 days of sun each year. The Zone attracts both proven energy suppliers such as [Tucson Electric Power](#) and Duke Energy, to smaller companies such as Arizon Solar, E.On Climate & Renewables North America, and REhnu *Next Generation Solar*.

Infrastructure

The foundations of a safe, clean, and connected community include occupations in construction, communication and utilities. Major employers include [Tucson Electric Power](#), Unisource Energy Solutions, [Southwest Gas](#), Cox Communications, CenturyLink, [Sundt](#), Granite Construction, and Ashton Contractors & Engineers.



The Demand Designation Protocol provided by the Arizona Department of Administration was used to define demand occupations within broad groupings as shown in the table below:

Occupational Group	Jobs	Number Projected Change	Percentage Projected Change	Occupational Codes
Healthcare	41,904	1,775	4.2%	29-0000 31-0000
Business Management, Operations, Support	101,698	3,975	3.9%	11-0000 13-0000 43-0000
Production	16,055	477	3.0%	51-0000
Construction, Building/Grounds Maintenance, Installation, Repair	49,365	1,765	4.0%	47-0000 49-0000 37-0000
Transportation and Material Handling	23,279	896	3.67%	53-0000

3. Analysis

a. Analysis of regional economic conditions

iii. The employment needs of employers in those industry sectors and occupations.

In Pima County, during the next five years, the in-demand industry sectors are bracing themselves for a workforce shortage as the Baby Boomer generation retires. This will create a critical shortfall of experienced workers, with a particular gap in skilled technicians with 10 to 20 years of experience.

Local industry will need to partner with the local workforce development system, the Pima County Joint Technical Education District ([JTED](#)), local high school Career Technical Education (CTE) programs, and [Pima Community College](#) to develop industry recognized stackable career pathway training programs that will meet their needs and at the same time get the available workforce to work.

Local industry has not only expressed the need for skilled workforce, time and time again, they also continue to emphasize the need for a motivated workforce that possesses “soft skills.” Soft skills training development and implementation needs to be a major component of all training programs.

iv. *Proposed Lower Living Standard Income Level (LLSIL) percentages and description of how the local area will ensure that the LLSIL level is reflective of the current labor market information.*

The Pima County Workforce Investment Board (WIB), through its Planning Committee, periodically reviews the Pima County labor market and wage scales and balances those against the amount of funds available for investment from WIOA.

The WIB reviewed and established the self-sufficiency level at 130% of the Lower Living Standard Income Level (LLSIL) and there are no changes since 2016.

This LLSIL will be maintained at the present, but the WIB reserves the right to review and adjust this level when it determines there may be a need in the community. The WIB also reserves the right to adjust the level to assist employers in a specific industry sector, if that sector makes a compelling argument for an adjustment that will benefit workers while improving the productivity of companies in the sector.

A region of contrasts, Southern Arizona struggles with high poverty rates and low educational attainment alongside strategic innovation assets that include a thriving transportation and logistics industry, (anchored by international ports and trade routes), four key military installations, the fifth-largest aerospace-defense industry in the nation, and a top-20 research university (i.e., Counties covered; brief description of the characteristics of the local area and list of service access sites).

3. Analysis

b. *An analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations (an existing analysis may be used, per sec. 108(c) of WIOA).*

The ARIZONA@WORK System's vision is "*connecting qualified workers with quality jobs.*" The significance of that vision is that Tucson's ability to attract quality jobs depends in part on the availability of a labor pool of qualified workers. This is consistent with the Pima County Comprehensive Plan Pima Prospers.

- 6.4 Goal 1: Develop our workforce to meet the business needs of our economy;
- State Goal 3. Grow and Develop a Skilled Workforce; and
- State Strategy 7. Identify and Respond to High-Demand and Growing Industry/Employment Sectors at Local and Statewide Levels.

One of the first priorities for employers is to find people who understand the need to be punctual, communicate with the supervisor and team members, and dress appropriately.

Appropriate use of communication tools is also a growing need, as these tools become both more personalized and more pervasive.

Employers have identified a variety of skill set gaps in today's workforce such as problem-solving, listening skills, and lack of teamwork. The most critical skill gap is found in the hard working person who lacks basic education skills, a high school diploma and/or is Limited English proficient. Lack of basic skills makes it all the more difficult for these people to overcome new gaps created by innovation and the rapidly changing technology.

Innovation will continue to create additional skill gaps in the medical, manufacturing and production industries as well as information technology (IT) and communications.

The ARIZONA@WORK System often trains and places people into positions that are one of the first rungs of a career ladder. A traditional example is nursing, where a person can be trained to be a Certified Nursing Assistant, and then with additional education and experience they may progress to a Patient Care Technician, Licensed Practical Nurse and/or Registered Nurse.

In construction trades, a person may start as a laborer, move to a more specialized helper position, then enter an apprenticeship program, and finally become a journeyman. In each case the ladder is several years in length, with wages doubling or tripling by the end.

Southern Arizona's aerospace and defense and other high-tech industries suffer shortages of skilled workers in IT, engineering and technical-management occupations. In aerospace, the ARIZONA@WORK System, Pima County [JTED](#), and Pima Community College ([PCC](#)) set up a program for high school students to gain dual credit in the aviation program. More recently, PCC developed a short-term program to help experienced aerospace workers gain Federal Aviation Agency (FAA) certifications.

In 2010 local employers submitted H1-B visa applications for 71 engineering jobs, 97 computer positions and 15 engineering or high-tech management positions. In Workforce Needs Surveys conducted by Pima County for the past three years, 27 companies identified engineers among their five hardest-to-fill jobs, along with 25 listed IT occupations such as software engineers and security analysts. In many cases, when demand is met, it is done through external employee recruitment. Greater focus must go toward developing highly skilled, homegrown talent.

Pima County is home to the University of Arizona (UA), a top 20 U.S. and premier, public research university and a global leader in research and innovation; PCC - the nation's eighth largest; a branch of Northern Arizona University; and 40+ proprietary post-secondary schools.

The UA [Tech Parks Arizona](#) is a suburban research park that creates the place, environment and interactive ground that generates, attracts, and retains technology companies and talent in alignment with the research, mission, and goals of the UA. Tech Parks Arizona, is part of Tech Launch Arizona.

An estimated 70,000 individuals work in high-tech occupations, one third of these being engineering/engineering technicians. Notwithstanding these assets, overall educational attainment rates lag the nation, indicating uneven access to the region's educational opportunities.

The region has a higher concentration of people with less than a high school diploma and a smaller share with a Bachelor's Degree, compared to both Arizona and the U.S. Statewide. Arizona ranks 35th in the nation on percentage of working-age adults with a Bachelor's Degree, and a recent study for the Arizona Governor's P-20 council showed that educational attainment is much lower among those entering the workforce than those about to retire. (National Center for Higher Education Management Systems, Feasibility and Demand Study for the State of Arizona, Governor's P-20 Council, October, 2007.)

The aerospace and defense, healthcare-biotechnology, logistics, IT, and emerging technologies sectors rely upon a pipeline of professionals educated in Science, Technology, Engineering and Math (STEM). Not only is the traditional academic pathway in STEM unable to supply enough graduates to meet the needs, but those who do graduate are disproportionately non-Hispanic, white students. Hispanics, who make up about one third of the entire Arizona population and the bulk of projected population growth, account for only 8.9% of all Bachelor's Degrees attained.

The disparity is even more pronounced in the STEM fields. The result is a vicious cycle in which the high-skill/high-wage jobs are filled by educated in-migrants, while local workers in technician-level jobs are unable to move forward in their careers because they lack sufficient skills and education. This current workforce, including dislocated workers and Veterans with technical backgrounds, represents an untapped potential talent pool. Career-ladder development and non-traditional delivery of education is needed to allow current workers to move up into high-technology occupations, diminishing the need to import outside talent to address unmet demand.

During the 10/14/16 WIB monthly meeting, Bruce W. Grant, Chair, WIB Planning Committee, facilitated a group discussion with the WIB members and meeting guests about the Pima County In-Demand Industries and Occupations.

The need for employees who can interface with computerized devices will continue to grow in many occupations as rapidly changing technology creates real or perceived skills gaps.

In efforts to help prepare employers and job seekers in Pima County, the Pima County Community Services, Employment and Training Department (CSET) released a competitive Layoff Aversion Study Request for Proposal (RFP) on May 2, 2017 for the Pima County WIB based on the WIB Planning Committee's recommendations.

The RFP-CSET-RRLA-2017-09 was to help the WIB to obtain the two different successful and qualified vendors to provide economic analysis and forecasting services to:

- 1) Project the impact of automation on occupations in Pima County; and
- 2) Determine the impact of minimum wage increases on occupations in Pima County.

In accordance with Pima County Board of Supervisors Policy (“Selection and Contracting of Professional Services”), Pima County CSET requested proposals from Respondents who are qualified, responsible, and willing to provide services in compliance with all specifications and requirements contained in the RFP. Pima County reserves the right to extend contracts for up to four (4) one-year periods.

Using the RFP Evaluation Criteria, proposers were evaluated as to their capability to conduct research and analysis of trends that may result in worker dislocations in the future, as well as strategies to avert layoffs and or mitigate their impacts. The two different proposers were selected to each provide one of the following work statements:

- A. Impacts of automation on the Pima County economy: selected vendor will produce a written report, gave an oral presentation approximately 30 minutes in length for the Pima County Workforce Investment Board (WIB) during their 12/14/18 Annual Meeting, and create a series of graphic representations of key trends, insights and recommendations. All three deliverables will address the following:
 1. Analysis of the industries, occupations, types of employers and characteristics of jobs in the regional economy that may be replaced, reduced, changed, or created, by automation trends (include control systems, robotics, online processes, cloud-based services, and artificial intelligence) to include analysis of the impacts in manufacturing, retail, and transportation/logistics or other industries.
 2. Quantitative projections of the scale of these impacts on the regional workforce.
 3. Qualitative analysis of the anticipated shifts in staffing patterns; skill sets needed to work in automated settings; and transferrable skills that may be valued in non-automated settings.

A current trend that is visible to many consumers in stores is the moving of Point of Sale from a central location to a roving sales clerk carrying a tablet. The push for accessible, standardized health information has created the need for re-training many front line health care workers. Computational and higher level math skills are also increasing in demand, as well as the ability to retrieve, analyze, and interpret data generated through computer software platforms.

A subset of the occupations listed in the previous section was identified using the following combination of factors from the 2012-2022 Tucson MSA Occupational Projections:

- Educational Requirements at Associate's level and below;
- Mean Wage at \$29,000 and above; and
- At least 10 projected openings per year and/or significant rate of growth.

Knowledge, Skills and Abilities (KSAs) required for these occupations are found in the corresponding O*Net pages listed below. Nearly all of the targeted occupations require critical thinking and active listening skills; many require communication, teamwork and inter-personal skills. Each industry sector has a core skill set that often involves safety standards, documentation requirements, and standard protocols. Basic qualities, including work ethic, attendance, punctuality, appropriate dress, cooperation, productivity, workplace etiquette and proper use of e-mail and internet, are constantly cited by employers across all industries as critical needs.

Healthcare

SOC Code	SOC Title	O*Net KSAs
29-1141	Registered Nurses	http://www.onetonline.org/link/summary/29-1141.00
29-2061	Licensed Practical and Licensed Vocational Nurses	http://www.onetonline.org/link/summary/29-2061.00
29-2071	Medical Records and Health Information Technicians	http://www.onetonline.org/link/summary/29-2071.00
29-2052	Pharmacy Technicians	http://www.onetonline.org/link/summary/29-2052.00
29-2021	Dental Hygienists	http://www.onetonline.org/link/summary/29-2021.00
29-2012	Medical and Clinical Laboratory Technicians	http://www.onetonline.org/link/summary/29-2012.00
29-2041	Emergency Medical Technicians and Paramedics	http://www.onetonline.org/link/summary/29-2041.00
29-2034	Radiologic Technologists	http://www.onetonline.org/link/summary/29-2034.00
29-1126	Respiratory Therapists	http://www.onetonline.org/link/summary/29-1126.00
29-2055	Surgical Technologists	http://www.onetonline.org/link/summary/29-2055.00
31-9091	Dental Assistants	http://www.onetonline.org/link/summary/31-9091.00

SOC Code	SOC Title	O*Net KSAs
31-9092	Medical Assistants	http://www.onetonline.org/link/summary/31-9092.00
43-6013	Medical Secretaries	http://www.onetonline.org/link/summary/43-6013.00

Business Management, Operations, and Support

SOC Code	SOC Title	O*Net KSAs
11-9199	Managers, All Other	http://www.onetonline.org/link/summary/11-9199.00
11-9141	Property, Real Estate, and Community Association Managers	http://www.onetonline.org/link/summary/11-9141.00
13-1199	Business Operations Specialists, All Other	http://www.onetonline.org/link/summary/13-1199.00
15-1151	Computer User Support Specialists	http://www.onetonline.org/link/summary/15-1151.00
11-9051	Food Service Managers	http://www.onetonline.org/link/summary/11-9051.00
13-1031	Claims Adjusters, Examiners, and Investigators	http://www.onetonline.org/link/summary/13-1031.00
15-1152	Computer Network Support Specialists	http://www.onetonline.org/link/summary/15-1152.00
43-1011	First-Line Supervisors of Office and Administrative Support Workers	http://www.onetonline.org/link/summary/43-1011.00
43-3011	Bill and Account Collectors	http://www.onetonline.org/link/summary/43-3011.00
43-3021	Billing and Posting Clerks	http://www.onetonline.org/link/summary/43-3021.00
43-3031	Bookkeeping, Accounting, and Auditing Clerks	http://www.onetonline.org/link/summary/43-3031.00
43-1011	First-Line Supervisors of Office and Administrative Support Workers	http://www.onetonline.org/link/summary/43-1011.00
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	http://www.onetonline.org/link/summary/43-6014.00