MEMORANDUM

Date: January 19, 2012

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

From: C.H. Huckelberry
County Administrator

Re: **Economic Development: Pima County's Past and Current Policies and Programs and Opportunities for the Future Designed to Promote Job Growth and Retention**

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I. BACKGROUND

Businesses consider many factors when determining where to locate or whether to expand, and cost is a central element of many of these decisions. As a county, we have the ability to impact these costs through policies and programs for workforce training and education, infrastructure development, regulations, fees and tax incentives. "Business friendly" is frequently used to describe government practices in relation to the extent to which they reduce costs to businesses. Pima County already actively implements policies and programs that benefit existing employers and employees and facilitate job growth. In addition to substantial investments in job training and physical infrastructure, we have streamlined development processes and requirements, offered property tax reductions in certain circumstances and are continually assessing opportunities for further

improvements. It is in our self-interest to promote a strong, stable tax base, raise family income, and expand and diversify employment opportunities. This memorandum provides an overview of what Pima County is doing and could consider doing to promote job growth and economic development in our region.

I am placing this memorandum on the Board of Supervisors January 24, 2012 Addendum for consideration and direction. If the suggested review and comment activity contained in Recommendation No. 1 on Page 27 is approved by the Board, I will compile all comments received and provide them to the Board for their April 3, 2012 meeting for discussion and action on this economic development plan.

II. EXISTING POLICIES AND PROGRAMS

Pima County spends millions of dollars in local and outside revenue to support existing jobs and attract more jobs to the region. Last year alone, the County provided job training and placement services to 4,600 individuals for more than 800 local employers. Our public libraries provide educational and basic literacy opportunities for many ages and stages of life, preparing our residents for future and continuing employment. Our voter approved bond programs support thousands of construction related jobs, reducing the infrastructure needs and costs to businesses and providing quality of life amenities that current and future employees seek. Since 2006, we have constructed or are under contract for more than $794 million in capital improvements, creating or sustaining over 11,000 construction jobs. In the regulatory environment, the County has accelerated efforts to decrease approval timelines as well as reduce fees. The County has also reduced property taxes for companies locating and expanding in Foreign Trade Zones. Further, we continue to provide funding for economic development organizations and facilitate ongoing dialogue with the business community. Discussed below are various existing programs of the County directed at overall economic wellbeing.

A. Workforce Investment through Job Training and Education as well as the Public Library

The most commonly asked question of new companies desiring to locate in Pima County relates to the availability of a qualified and available workforce. This question is largely answered by our Community Services, Employment and Training Department.

This department administers federal employment and training dollars and operates the OneStop Career Center, which offers a continuum of workforce services for job seekers and employers countywide. The County provides more than $5 million in General Fund support to OneStop programs annually, expanding the number of training, as well as job, opportunities available for hundreds of youth and adults. Competitive grants annually add

another $10 to $15 million in funding. The Department's strategy extends beyond County boundaries through partnerships with other southern Arizona counties and includes an established consortium called Innovation Frontier Arizona, which has received nearly $15 million in federal grants over the past five years. It was recently announced that the Pima County OneStop Center will be administering a $1.3 million grant from the United States Labor Department to train high-tech workers so they can qualify for higher positions within their companies, reducing the need to import foreign workers.

The Department balances meeting workforce training needs for jobs here today with developing a skilled workforce for quality jobs tomorrow. The OneStop's Employer Outreach Team works to align services with the efforts of Tucson Regional Economic Opportunities, Inc. (TREO) to create and attract new companies to the region. The team also works with existing companies to identify skill gaps, secure grants and develop training programs. Recent training partners include Davis-Monthan Air Force Base, Raytheon, Paragon, MRI, Perfection Industrial Finishing, Alcoa, Offshore Group, ILS Company, Carondelet, Tucson Medical Center, Sargent Aerospace and Defense Company and others. OneStop is also involved in efforts to increase basic educational levels of job seekers through adult education programs, as well as involvement in the Pima County Joint Technical Education District (JTED) and area local schools. Attachment 1 is a more detailed description of the OneStop regional strategy for jobs and the programs provided.

Little recognized for a role in economic development, our Pima County Public Library system supports economic development by providing early childhood literacy programs, homework help for students and workforce development for teens. For adults, the Library offers computer classes, General Education Degree (GED) instruction, English language learning, job clubs and assistance for small businesses. In partnership with the Small Business Development Center, the Library provides monthly workshops for small business owners, and it purchases and provides free access to specialized business databases and other research data to assist business owners in business planning and decision making. The Library also offers programs such as tax assistance. Attachment 2 is a description of the programs provided through the Library.

B. <u>County Infrastructure Bond Programs</u>

Since 1974, Pima County voters have approved over $2 billion in bonds to fund capital improvements. These improvements range from libraries and parks to streets and sewers. County bond funds have been leveraged to attract additional monies from sources such as state and federal grants. Since 1974, the community has benefited from over $2.6 billion in infrastructure and quality of life improvements. Both are key elements in attracting and retaining employers and talent. Highways, surface streets, interstate rail and air transport comprise key logistic elements that are essential for successful business operations. Over

the past decade, Pima County has invested in transportation infrastructure to provide an additional 125 lane miles of capacity at a cost of $442 million, primarily funded with voter-approved bonds.

Perhaps the most important infrastructure elements provided by the County for community economic development are streets and highways, wastewater treatment and water reclamation, as well as flood control.

The importance of an efficient transportation system in economic development is well understood. Commodity pricing, labor costs and other key production factors are significantly influenced by transportation efficiency. This importance is demonstrated by our development and implementation of major transportation corridor investments 30 years ago. Over $168 million was invested in the Kolb, Palo Verde and Campbell corridors. These corridors provided efficient transportation between existing and future employers, existing residential sectors and our international airport. Today, over 42,000 employees use these corridors to travel to and from work.

The lack of adequate wastewater reclamation facilities can cripple a community's economic development activities. There are numerous examples throughout the country where communities are in financial crisis largely due to the lack of planning and development of a regulatory compliant wastewater system.

Pima County has addressed this problem directly. We are halfway through a major reconstruction and environmental compliance upgrade to our wastewater system costing over $700 million. This investment will insure that noncompliant facilities do not become an impediment to economic development similar to other communities throughout the United States:

- Lehigh County in Pennsylvania operates a regional wastewater system and faces challenges with capacity issues; collection and conveyance capacity as well as treatment capacity. During severe rainstorm events, sewer overflows have occurred as well as sewage backups in residential properties' basements and discharges into the Lehigh River without completely treating the sewage. Official orders have been issued by the US Environmental Protection Agency (EPA) and the Pennsylvania Department of Environmental Protection to require the County to resolve these problems. Potential limitations may be placed on new growth/connections until resolutions are found.

- Future development in the north area of Thibodaux, Louisiana could come to a standstill unless city officials increase the sewer-pumping capacity in the

area. Developers are fearful that projects may be turned down before a resolution is found and the infrastructure can be built to accommodate the additional capacity needs.

- Jefferson County, Alabama recently filed the largest ever United States municipal bankruptcy after failure to refinance $3.1 billion in sewer bonds. The roots of Jefferson County's crisis go back to 1996, when the County acceded to a federal order to fix sewage overflows that were polluting the Cahaba River. The County embarked on a capital improvement program without a strategic plan to prioritize projects and without a budget. Initial estimates of the project's cost ranged between $250 million and $1.2 billion but ballooned to over $3 billion after refinancing its fixed-rated sewer bonds into adjustable-rate instruments.

- Atlanta, Georgia ran afoul with its wastewater system after two lawsuits against the City resulted in two Federal Consent Decrees and a payment of substantial fines. The Consent Decrees require the City to make all improvements to comply with water quality requirements and reduce Combined Sewer (sewer and stormwater) Overflows to permitted levels and eliminate Sanitary Sewer (sewer only) Overflows. The cost to overhaul the sewer system has grown to over $3 billion. Sewer user fees in Atlanta are among the highest in the nation.

- The San Diego area (County and City) has had two compliance problems. First, they have been battling with the Coastal Commission and the EPA in Region 9 over the discharge of primary treated wastewater into the ocean. Both the Coastal Commission and EPA Region 9 are pushing for secondary treatment, which is the normal requirement under the Clean Water Act. Secondly, San Diego has had major problems with the operation and maintenance of their conveyance system, including major spills from the conveyance system into the ocean.

When the present wastewater treatment system upgrades are complete in 2015, we will have the ability to support over 160,000 new homes and businesses without further significant investment and free of regulatory oversight or direct management of our system, which presently hinders economic recovery in a number of communities. This new capacity will allow community growth well past 2030 without any additional capital investment.

Finally, flood control improvements not only protect existing community investments but facilitate job center and business development. The Mission View Wash detention basin is

a prime example of a County bond funded infrastructure project that reduces costs to businesses. This $7.3 million construction project completed in 2009 provides a 23-acre detention basin to control flood waters from both the Greyhound Park Wash and the Downtown Airport Runway Wash and utilizes a storm drain to outlet flood waters south into the Tucson Diversion Channel. The design of the detention basin was a collaborative effort with the property owner, KB Home, and the City of Tucson as part of The Bridges commercial and residential planned development that includes the planned University of Arizona Biosciences Center and the recently opened Costco. The Mission View Detention Basin is one of several basins that will add to the flood control protection of downtown Tucson, protecting existing business and decreasing private drainage costs for the development of future businesses.

In the last five years, in the midst of the great recession, our capital programs have created or sustained over 11,000 jobs. More than half of these jobs are in the construction and engineering industries; those hardest hit by the recent recession. Pima County continues to accelerate project delivery to provide a steady flow of work to the hardest hit sector of our local economy. The last of the voter authorized bond programs is, however, nearing completion. Since 2006, Pima County's capital program has injected an average of $220 million annually into the local economy. By 2015, the amount will drop to $35 million. Consequently, annual job creation resulting from County-sponsored capital improvement construction will decrease in the future.

C. <u>Improved Development Approval Processes and Reduced Fees</u>

Pima County Development Services has been actively engaged in development process and regulatory improvements since 2002. Even though these efforts have coincided with one of the worst economic downturns in recent history, including staffing reductions of nearly 70 percent, the Department has expanded service offerings while improving service delivery and shortening project approval timeframes. Most recently, Development Services led an extensive effort with other County departments involved in the development process, along with industry representatives, geared toward further enhancing process efficiency, improving service consistency, reducing turnaround times and reducing the number of submittals required to receive project approval. Examples of actions successfully implemented are listed in Attachment 3.

Development fees are also a critical factor in overall economic development. These fees generally relate to charges for the development review and approval processes of the County and are designed to recover costs. The County also charges impact fees for transportation impacts in the unincorporated area as well as sewer connection fees for those new developments that connect to the public sewer system. These fees are also designed to recover costs.

The County has and continues to be open to deferring and financing transportation impact fees and sewer connection fee costs to assist in individual project viability. The County has also suspended automatic annual two percent Development Services fee increases and downwardly adjusted various other fees for planning and development review services based on industry input. Pima County fees remain lower than other jurisdictions in the region.

Finally, to demonstrate general financial support for the development and building industry, the County subsidized the Development Services Department by at least $1 million per year over the last three years and will likely continue to do so for the next few years.

D. <u>County Neighborhood Reinvestment, Housing and Community Building Programs</u>

For approximately the last 15 years, the County has funded a number of programs designed to revitalize certain stressed sectors of the community, promote affordable housing and provide, through partnerships with nonprofit agencies, a number of public health, youth development and community building programs. Many of these activities have been formalized within the County organization as the Community Development Neighborhood Conservation Department.

The primary focus of these activities is to increase overall community wellbeing and reduce community and economic losses associated with public health, disease, poverty, homelessness, neighborhood deterioration and overall blight. While traditionally not thought of as economic development programs, these issues are fundamental to community wellbeing and long-term economic prosperity.

The County began actively developing neighborhood reinvestment programs with the bond issue of 1997 and continued the successful 1997 program into the 2004 bond authorization. In total, $25 million in County bonds have been invested in 54 neighborhood reinvestment projects that range from public safety improvements to streetlights, sidewalks and other public amenities.

By geographic area, 82 percent of the projects are classified as urban, nine percent rural and four percent suburban. Over 57 percent of the overall project funding has funded neighborhood reinvestment programs within the City of Tucson. The average funding for each project is approximately $470,000, and the primary mission of the program is to promote stability and revitalize stressed communities through the funding of small capital improvement projects selected through a community consensus process. This process of neighborhood consensus building is a key factor in strengthening the economic vitality of

neighborhoods, reducing crime and improving the overall property tax base of the neighborhood.

The Affordable Housing Program also had its foundation in the 1997 and 2004 bond authorizations. A total of $15 million has been allocated to affordable housing programs; $5 million in the 1997 bond issue and $10 million in the 2004 authorization. To date, 15 projects have been approved and/or developed that produce a total of over 500 affordable housing units, with approximately 200 dedicated to home ownership and 300 for residential rental units. The average investment per unit in the 2004 bond program is $19,500 for home ownership and $15,000 for rental projects. More importantly, these funds have been used to leverage other community investment funding totaling nearly $130 million for affordable housing investments throughout Pima County.

For over 20 years, the County has provided financial grant support to a number of nonprofit community agencies working in the areas of youth development, public health, food and nutrition, homeless prevention, rapid rehousing and a variety of other essential nonprofit social service functions. These grants from the County, which totaled $3.7 million in Fiscal Year 2011/12, leveraged another $27 million investment from additional federal, state and local funds. Providing basic services is an essential component of economic wellbeing and must be a high priority when considering overall community economic development. While providing basic services is not often connected to economic development, such services are essential to economic stability and fostering an environment for economic growth.

E. <u>Additional County Funding and Planning Support for Economic Development</u>

Pima County annually contributes funding to TREO - $350,000, the Metropolitan Tucson Convention and Visitor's Bureau - $2.8 million and financial support for numerous annual events that bring visitors and dollars into our region, including El Tour de Tucson.

The Board of Supervisors established the Pima County Sports and Tourism Authority in 2008 with specific policy initiatives to generate sports-related visitors and improve our region's sports and recreation facilities infrastructure. Without direct County funding, the Sports and Tourism Authority would not exist.

The County has also proactively planned for future urban development by designating a Southwest Growth Area. In support of this growth area, we developed the Pima County Southwest Infrastructure Plan for the area generally bound by Tucson Mountain Park to the north, Mission Road to the east, the Tohono O'odham Nation – San Xavier District and Pascua Yaqui Tribe lands to the south, and Sandario Road to the west that includes six land use sustainability principles for creating a diverse, stable and healthy economy: 1)

striving for a jobs/housing balance; 2) attracting employers who provide long-term living wages; 3) providing access to job training and higher education opportunities for all residents; 4) promoting a diverse range of economic opportunities for all segments of the community; 5) building upon existing community strengths and amenities to attract desirable and environmentally friendly employers and industries; and 6) supporting the development of telecommunications services and infrastructure to reduce travel demand, remove barriers to job location and support a modern economy.

The Southwest Infrastructure Plan model is being applied throughout the entire region under an initiative of the Development Services Department to strengthen the linkage between land use planning, infrastructure development and job development. The 12 planning subareas will be evaluated in 2012 and 2013 in preparation for the statutorily mandated update of the Pima County Comprehensive Land Use Plan.

III. OPPORTUNITIES TO EXPAND AND ENHANCE ECONOMIC DEVELOPMENT AND JOB GROWTH IN PIMA COUNTY

In a report to the Board dated August 18, 2011, I discussed two broad economic development strategies of the County. The first is to protect and promote the retention and expansion of the existing employment base in our region. The second strategy is to leverage and utilize the intellectual capacity of The University of Arizona to grow and sustain a future employment base. A third strategy has always been to attract new employers to our region. Current economic conditions make attraction of new employers difficult but possible if we concentrate our efforts on adding to significant, specialized employment sectors already within Pima County, such as the aerospace sector.

The first two principles of protecting our existing employer base and leveraging the intellectual capacity of the University will be discussed in some detail later in this report. The third strategy is one that is already being undertaken by economic development entities within our region such as Tucson Regional Economic Opportunities, Inc. (TREO).

There are a number of actions the County can take to support viable and beneficial economic development opportunities. Many of these incentives have been used in the past to attract major employers or to add significant new employment to an existing regional employer. Some of these actions could be targeted to specific geographic areas; others could be countywide.

The Pima County Bond Advisory Committee (BAC) has begun to discuss how future bond funds could potentially be used to support existing employers and facilitate job growth. This discussion started with a proposal to fund a buffer around our largest employer, Raytheon, and to fund transportation improvements in the area of multiple employment

centers on Tucson's south side. There is, however, opportunity for other proposals that meet the same objectives.

A. Targeted Transportation Infrastructure Investments and Advance Planning, Specifically in the Vicinity of Multiple Employment Centers on Tucson's Southside, to Protect Existing Employers and Allow Expansion

1. Overview of Six Existing and Emerging Employment Centers.

In an area generally within the southern metropolitan area of Pima County, six distinct employment centers either exist or are emerging.

a. Air Transportation/Aerospace/Defense Employment Center

Tucson International Airport (TIA) and its expansion and development create the possibility of improving and increasing air access to Tucson. Not only should our economic development activities foster expansion of the airport, development of another runaway, a new terminal and new points of access from multiple directions, it should also provide planning for complimentary aerospace and defense job center expansions that minimize potential impacts to Raytheon and provide options for Raytheon to expand their operations at their Tucson facility. In addition, we need to ensure the Arizona Air National Guard facility that operates from TIA is sustained in the long term and secures appropriate new pilot training missions and activities, particularly as they relate to the new Air Force Fighter, the F35.

b. The Medical Services Employment Center

The University of Arizona Medical Center South Campus is a medical services employment center. It provides comprehensive hospital and medical services, including Level III trauma complementary to the Level I trauma center at The University of Arizona Medical Center University Campus, and provides opportunities to expand unique and specialized tertiary medical services, including hand, limb and other transplant services. This medical services employment center also provides a full range of medical training and education from professional allied health services to nursing to physician training. Presently, this employment center has an active and expanding Graduate Medical Education program now training nearly 100 new physicians through various physician residency programs.

c. The University of Arizona Science and Technology Park

Over 300 acres of the 1,300 acre University of Arizona Technology Park (Tech Park) are currently developed and house 43 companies with over 7,000 employees. These

companies include IBM, Texas Instruments, Universal Avionics, Abrams Airborne, Honeywell Aerospace, as well as many smaller companies. The University of Arizona South Campus, Pima Community College and Vail Academy and High School are also located at the Tech Park. The Tech Park offers high-tech office, research and development and laboratory facilities, as well as specialized infrastructure and its own wastewater treatment plant. A 2008 study found the Tech Park has a total economic impact of over $3 billion in Pima County, generating almost $78 million in tax revenues and 15,000 jobs.

d. The University of Arizona Bioscience Park

The University of Arizona Bioscience Park (Bio Park) is planned for 65 acres of the 350-acre mixed use residential, retail, education and employment center known as The Bridges. Centrally located and within the vicinity of several hospitals and medical centers, the Bio Park is development ready. As discussed earlier in this memorandum, Pima County's Regional Flood Control District used County bond funds, as well as other funding, to provide drainage improvements to this site, contributing significantly to its development-ready status and decreasing site costs, making this infill site even more attractive to potential employers.

e. Corrections Employment Center

The Arizona State Prison Complex located at 10000 S. Wilmot Road currently has an inmate population of over 5,000. The Tucson Federal Corrections Complex includes a medium and high security facility located along Wilmot Road just north of the State Prison Complex. The inmate population of the two federal facilities totals nearly 2,400. Corrections Corporation of America, a private company that specializes in designing, constructing and managing correctional facilities, is considering locating a facility in this area.

f. Intermodal Logistics Center

The Port of Tucson Container Export Rail Facility would enable our region's businesses to access Asian Pacific seaports through the Ports of Los Angeles and Long Beach as well as private facilities such as American President Line's Global Gateway South (GGS). As this region, including the Tucson/Phoenix megapolitan area (Sun Corridor) and Sonora Mexico, continues to expand in population and jobs, this facility will provide global market access for manufacturers and commodity exporters through highly efficient direct rail connection to the piers at the Ports of Los Angeles and Long Beach and GGS. Goods that would otherwise be shipped by truck will be diverted to rail with resulting decreases in fuel consumption, air pollution and traffic congestion.

The County's recent United States Department of Transportation TIGER III grant application included a funding request of $12 million for the Port of Tucson Container Export Rail Facility. While we were not successful with this application, the concepts for rail shipment improvements remain sound.

2. Proposed land acquisition or buffer for Raytheon expansion as well as an aerospace research and business park.

Target industries, such as aerospace and defense manufacturing, are highly regulated and mandate certain adjacencies and minimum buffers. To continue to retain and attract these industry groups, the County has proposed acquiring adequate land around the existing manufacturers to provide such a buffer. The acquisition of approximately 393 acres along Hughes Access Road would provide the appropriate operating buffer for the adjacent employers. Non-bond sources of funding are being evaluated for this purpose, and land acquisition may occur as soon as the first quarter of Calendar Year 2012.

3. Proposed transportation infrastructure improvements to link employment centers as well as create competitive transportation access.

It is a well-established urban planning tenant that efficient transportation systems are necessary to improve our competitiveness as a region for economic development and expansion. The six transportation corridor improvement projects outlined in my August 18, 2011 memorandum to the Board and presented to the BAC on September 16 and November 18 will provide critical links between these employment centers, connect key transportation hubs such as Tucson International Airport (TIA) and access logistical functions such as the Port of Tucson. These projects are listed in the table below and are depicted on the attached map along with the employment centers. The three projects that are needed in the short term are the Old Vail Connection – Nogales Highway to Interstate 10, the Alvernon Way Bypass and Corona Road from Alvernon Way to Tucson Boulevard, totaling $123 million. These three projects I propose for funding as part of the next bond election are listed in the table below as Phase I projects.

Transportation Corridor Improvements Projects

Project	Cost (millions)
Old Vail Connection, Nogales Highway to Interstate 10 (Phase I)	$ 75.5
Alvernon Bypass, Interstate 10 to Old Vail Connection (Phase I)	35.1
Kolb Road, Interstate 10 to Old Vail Connection	15.5
Corona Road, Alvernon Way to Tucson Boulevard (Phase I)	12.5
Wilmot Road, Interstate 10 to Old Vail Connection	23.0
Country Club Road, Interstate 10 to New TIA Terminal	45.8
Total	**$207.4**

4. Other comprehensive infrastructure planning for electricity, natural gas, water service, wastewater disposal, drainage and flood control, solid and hazardous waste management, and information technology.

Good transportation systems for creating economic development and job centers will not be enough. Quality transportation must be combined with other necessary infrastructure to facilitate job development as well as the creation of competitive and efficient employment centers. In addition to transportation linkage, it is also important for necessary electrical service capacity, natural gas energy, water service, wastewater disposal, drainage and flood control, solid and hazardous waste management, as well as information technology linkage continuity and capacity.

The various public and quasi-public agencies responsible for these infrastructure systems should join together in planning necessary infrastructure system expansions and capacity to serve the identified employment centers. In any future land use planning scenario, the employment centers identified in this report remain essentially the same; they have been so for the past 20 years and will remain the most important employment centers in our region for the next 30 years.

The County is responsible for three of these infrastructure systems. These are wastewater disposal and reclamation, drainage and flood control, and solid and hazardous waste management, with some involvement in information technology systems. We will pledge our full and complete cooperation in comprehensive infrastructure planning for these existing, as well as emerging, employment centers.

Our regional economic development organization, TREO, should lead the development of a comprehensive infrastructure plan and coordinate all infrastructure related planning associated with these employment centers.

5. Advance land use planning and design for emerging employment centers related to aerospace and defense.

It is important that the County, as well as our region, position ourselves to be competitive and attractive to the likely rapidly expanding aerospace employment sectors. Signs indicate significant additional commercial aerospace production and capacity needs in the future.

The most logical location for these employment centers is in the vicinity of TIA. TAA is conducting a substantial upgrade to the Airport Master Plan as required by the Federal Aviation Administration to receive continued federal funding support for airport infrastructure investment and expansion. It is important this Master Plan proceed in a

timely, orderly manner, which is now occurring through the management guidance of the TAA. Integral with and key to making Pima County and southern Arizona competitive in aerospace expansion and capacity improvements will be the preplanned availability of site expansion opportunities in the vicinity of TIA. It is, therefore, important that appropriate preplanning occur with regard to the aerospace and defense corridor located on lands now owned by the TAA as well as lands that will be owned by Pima County. These lands would comprise an aerospace employment center larger than the present Raytheon facilities and offer a significant opportunity to increase the region's competitiveness in attracting aerospace related employment.

The County has indicated to TAA a willingness to proceed with appropriate planning for land use in these corridors under an approach and timetable that is compatible with the TIA Master Plan Update. It is important to ensure these actions are integrated with the TAA Master Plan Update so as not to jeopardize future federal funding for infrastructure improvements at TIA and to advance necessary, detailed land use planning on aerospace employment areas at the earliest possible time.

B. Leveraging the Intellectual Capacity of The University of Arizona as a Major Community Economic Development Strategy

The University of Arizona is ranked among the top 20 public research universities nationwide. In fields such as the environment, anthropology, optics, space sciences and biosciences, the University is among the best in the world. The University of Arizona provides significant opportunities to incubate and grow new startup business within our region.

Pima County already has a very close working relationship with the University and partners today in a number of economic development activities, medical research and educational enterprises. These include:

1. College of Medicine Expansion for Physician Training.

Our partnership with The University of Arizona Medical Center South Campus and the development and operation of this teaching medical campus provides needed and vital medical services for our community as well as develops and expands a physician and professional medical service employment base.

2. Contemporary Community Behavioral Health and Psychiatric Services.

The overwhelming approval of two major bond initiatives in May 2006 permitted the County to partner in the design of two new buildings with College of Medicine leadership

and the local Regional Behavioral Health Authority, the Community Partnership of Southern Arizona. These buildings, referred to as the Crisis Response Center and the Behavioral Health Pavilion, contain an expanded and enhanced continuum of care responding 24 hours a day to individuals in behavioral health crisis, providing both a call center and a setting that can respond to situations that might otherwise jeopardize public safety. The services provide expanded training opportunities to develop a robust healthcare workforce, including students in medicine, nursing, pharmacy and allied health. The University's commitment to establish this site as a Center of Excellence will promote training and research with an emphasis on providing an advanced, integrated and holistic model of healthcare. This model aims to transform the current fragmented model of care and assure treatment of both medical and behavioral health conditions with an emphasis on establishing a medical home.

The County is also working with the University and with Pima Community College to develop workforce training for behavioral health workers. New paraprofessional credentialing certificates will address a vacuum in education for both inpatient and outpatient positions and will promote career ladder advancement opportunities for these paraprofessional employees.

3. Diabetes Prevention and Treatment.

Development of a diabetes center with The University of Arizona Colleges of Medicine and Agriculture and Life Sciences, examining not only the causes of diabetes but also early prevention practices in diet and exercise that can provide a significant, meaningful reduction in the economic and human losses associated with diabetes.

4. Family and Community Medicine and GI Laboratory.

Past bond dollars are also making possible the development of a 48 examination room Family and Community Medicine facility in addition to GI laboratories at The University of Arizona Health Network – South Campus. The addition of these services will provide Pima County residents with basic and fundamental quality patient care, research, community outreach programs and enhanced physician training.

5. Downtown Redevelopment.

The County, through cooperation and participation with the Colleges of Architecture and Landscape Architecture and Social and Behavioral Sciences, as well as the Drachman Institute, is facilitating downtown development. By offering, providing and facilitating educational information exchanges with the private sector and local governments through

the location of classes and research in the historic Roy Place Building owned by the County in downtown Tucson, the University has established its first major presence in downtown.

6. Promoting Geotourism.

The County and the University will further cultural, historic and environmental science research with the College of Science for the conservation and preservation of Tumamoc Hill and explore geotourism opportunities in the region related to the assets of the Colleges of Letters Arts and Sciences, ranging from science-based analyses of factors affecting our future environment using data from Biosphere 2 to comparative analysis of the past from the historic, cultural and scientific records of the Desert Laboratory on Tumamoc Hill. In addition, Pima County and the University are supporters of Congressional designation of the Santa Cruz Valley National Heritage Area, which will boost local economic development and create tourism opportunities through the promotion of our region's many heritage sites, natural and cultural attractions, and traditional economies.

7. Historic Preservation and Traditional Economic Activity.

The County-owned Historic Canoa Ranch has combined the Ranch's assets and facilities with the College of Agriculture and Life Science's desire to showcase traditional economic activity within our region, such as ranching and agriculture. The preserved legacy of our region's earliest inhabitants from historic properties owned by the County and the University, such as Tumamoc Hill, Los Morteros, the University Indian Ruin and other sites will further public understanding about living sustainably and successfully in our desert environment.

8. Protecting and Enhancing Long-term Water Resources.

The College of Engineering and School of Natural Resources will occupy and perform research at the water campus being constructed by the County at Roger Road. This will provide an opportunity to continue long-term research and analysis of wastewater reclamation as well as the reuse of water resources while analyzing the need for advanced water treatment strategies associated with the reduction and removal of biologically interactive trace elements contained in pharmaceuticals and other natural water contaminants.

9. Promoting the Importance of Our Most Important Natural Resource in the Southwest – Solar Energy.

The County provides resources and assets for further, extensive solar energy research and development at the UA Science and Tech Park designed to ensure Pima County secures its rightful place as the solar capital of the world.

Included in the UA Tech Park is the Solar Zone consisting of 222 acres with an optimal location for power generation and developing and testing products. The Solar Zone links internationally selected and prequalified research centers that are committed to working collaboratively to grow the solar industry. This first-of-its-kind solar-centric research park includes power generation by multiple technologies, research and development, materials and supplies, manufacturing and distribution of solar equipment and hardware, and green-job and workforce training.

AzRISE, the Arizona Research Institute at The University of Arizona, creates multidisciplinary partnerships that integrate research, economics and education. Spanning academia, industry and governments, these partnerships focus on research and development innovations for the broad development of solar energy in Arizona and the United States, provide innovative solar energy solutions that move the United States toward a sustainable future and drive economic growth and environmental health. Solar energy systems integration is one of its four core research areas with demonstration sites at the Tucson Electric Power Solar Test Yard, UA Tech Park and Biosphere 2.

10. Promoting a Stable and Sustainable Urban Form and System.

The University continues to provide environmental research to ensure our urban form and development is consistent with the principles of conservation that have been enumerated in the County's adopted Sonoran Desert Conservation Plan. It is appropriate to continue our participation and research with The University of Arizona and its international partners, recognizing the unique significance of the Sonoran Desert. Pima County is, with the cooperation of The University of Arizona and national and international partners, the center for establishment of the first American Oasis in North America sponsored by UNESCO (United Nations Educational, Scientific and Cultural Organization) and their International Traditional Knowledge Institute (ITKI).

As is obvious from the discussion above, the County has a long history of affiliation and cooperation with the research and knowledge expansion activities of The University of Arizona. These associations will continue. We will also continue to encourage employment incubator opportunities associated with the University's research and development activities. The success of these activities is well represented by companies

such as Ventana Medical Systems and Selectide, which was acquired by international pharmaceutical company Sanofi-aventis.

The County and region have been beneficiaries of The University of Arizona's educational research capacity, but we have not taken full advantage of these capabilities. It is important in advancing our future economic development strategy that we understand and utilize the unique capability and capacity of The University of Arizona.

C. Additional County Strategies to Facilitate Employment Retention and Expansion

1. Targeted Capital Infrastructure Investment, Case by Case.

The County, under certain circumstances, will also make County capital infrastructure investments related to flood control; transportation; wastewater conveyance, treatment and disposal; hazardous waste disposal and telecommunications that are targeted to a specific economic development opportunity based on a cost/benefit analysis. These infrastructure investments will be evaluated on a case-by-case basis and prioritized to reflect the new or existing employer's economic contribution to the local economy and related specifically to the number of new employees, wage levels and capital investment.

2. Importance of Adequate Utility Service Not Under the Control of the County.

Good transportation corridors are not enough to assure economic development. Adequate public utility corridors serving emerging employment centers must be made available to the maximum extent possible with little delay in making critical utility services, such as water service, available.

3. A Balanced Future Bond Program to Attract Employers and Employees.

When competing to attract employers and employees to a region, quality of life factors are very important. Our past bond programs have resulted in new and expanded parks, trails, libraries, community centers, museums and other facilities that make Pima County an attractive place to live and work. As Pima County and the BAC continue to refine the projects to be included in a future bond program, it will be important to develop a balance of projects that continues to build on the strengths of our region as well as provide appropriate amenities that support existing and emerging employment centers and contemporary urban form development.

4. Property Tax Incentives.

Under certain circumstances, Pima County has been and is willing to enter into statutorily authorized property tax reduction actions for new employers provided they meet certain thresholds for new minimum employment, wages and capital investment levels. These programs can produce property tax reduction incentives that would reduce taxes by nearly 75 percent of what a new business would have been required to pay. The County may also assist companies that are applying for federal or state incentives such as job training, state tax abatement and certain trade zone designations. Recent examples are County agreements to support Foreign Trade Zone applications from Roche-Ventana in Oro Valley and the Target Distribution Center in eastern Pima County. In both cases, the businesses offered major new construction and hundreds of new jobs at salary rates that exceeded the community norm.

5. Reduction of Sewer Connection Fees.

The Regional Wastewater Reclamation Department is conducting an evaluation of the current Fixture Unit method of computing the charge for new connections to the wastewater conveyance and treatment system. An alternative methodology employing a water meter size will be implemented to develop a more direct linkage to sewage flows creating the demand for sewer services. Such an approach will likely reduce the current costs associated with such new connections and will also expedite the calculation of connection fees since a water meter size fee is much simpler to compute than fixture unit counts. Recommendations for consideration by the Board of Supervisors are targeted for early 2012. However, reducing sewer utility connection fees will not be enough to encourage new building economic development; an equivalent reduction in water connection fees should also be considered by the various water providers.

6. Additional Opportunities for Enhancing the Business Climate.

Many other opportunities exist to further streamline processes and regulation to assist with economic recovery in addition to what has already been accomplished. Many of the proposals will require ordinance amendments as well as action by the Planning and Zoning Commission. Among the more beneficial items that should be pursued are the consolidation of Boards of Adjustment; an expanded home occupation definition to include more services; developing a Renewable Energy Incentive District; consolidation of building code committees; pre-zoning of mixed use business zones; and review of site analysis, landscape and Native Plant Preservation Ordinances. A list of possible actions is included in Attachment 4 for your review.

D. Adding a New Regional County-based Business Resources OneStop Center

The County operates a regional employment and reemployment OneStop Center designed to assist with job placement, retraining and reemployment. The OneStop 2011 Annual Report is included as Attachment 5 for your review. The center combines multiple regional agency resources and has been a successful regional employment and training center. The concept for creating a Business Resources OneStop Center is very similar. If established, the Business Resources OneStop Center would be a facility that colocates organizations with related missions regarding business development and job creation. The Pima County OneStop Center is a model to build upon, and if developed for business, could be very effective. Details and a draft concept for a Business Resources OneStop Center are Attachment 6 to this report.

E. Investing to Develop Talent – An Expanded Mission for the Pima County OneStop and Public Library System

Recognizing that the availability of qualified workers is the key factor in creation, attraction and retention of high-wage jobs, Pima County must continue to support literacy, basic education and workforce training and collaborative initiatives with private businesses as well as public and private educational institutions. Workforce training, organized to meet new and expanding technology skill requirements, is one financial incentive to private businesses that governments are allowed to make despite the Arizona constitutional prohibition against gifts to private businesses.

There are two particular workforce training issues that impact future competitiveness that need close and collaborative attention. First, a growing proportion of job seekers have very low reading, writing and math skill levels. This is a frequent private industry complaint and is statistically verified by our OneStop Employment Centers where approximately 45 percent of OneStop customers are assessed at the eighth grade level and below. Without effective instruction to update those basic skills, many people who have lost their jobs or who are entering the workforce cannot be hired in any but the lowest-paid jobs. Tutoring and remedial education are needed so these individuals can enroll in the occupational training they need to increase their earning power. The Public Library System has effective infrastructure to help address this need. By linking this resource to the OneStop workforce system through coordination of referrals, dedicated classes and tracking of results, Pima County can provide educational assistance for low-skilled workers that results in direct and immediate economic benefit.

The second area of collaboration is improved access to post-secondary education, especially in curricula in new skill areas, including sustainable energy, biotechnology, logistics, border security and new areas of aerospace/defense such as drones. More than 60 percent of new jobs will require a post-secondary education. While Pima County is only

slightly below the national average in percentage of adults with associate's and bachelor's degrees, the decreasing rate of growth in educational attainment is a concern. Our education system is not producing enough graduates to replace the skilled workers retiring from the labor force. This trend is exacerbated by the minority attainment gap. Less than 10 percent of bachelor's degrees are earned by Hispanics, who account for one third of the Pima County population and the majority of projected population growth.

Funding for worker training and education is not the only issue. Workers and employers alike need more accessible offerings from educational institutions: fast-track and online programs, evening scheduling and articulation agreements so that applicable credits transfer between programs and institutions and even from work-based learning experiences. Pima County's OneStop Centers have been and will continue to be promoters and facilitators of better education access through a broad regional workforce partnership. Providing additional local training funds to the Pima County OneStop Centers can help to continue these educational innovations and move more workers into the skilled jobs in new businesses where they are most needed.

The County operates a regional library system with a main library, 25 branches and one affiliated branch. The library system has an inventory of 572 computers for public use. The library system also has an active and successful literary program. Given the library mission of information sharing and knowledge dissemination, as well as literacy and geographic availability of facilities throughout the region, it is appropriate to foster an expanded mission for the library in the area of workforce education and training. I have asked our management of the regional library system and Community Services, as well as their advisory boards, to develop a cooperative program that facilitates basic educational skill development for job advancement.

F. <u>Revitalizing Tourism</u>

In a recent report commissioned by the Arizona Office of Tourism and developed by Dean Runyan Associates, travel spending in Arizona was $17.7 billion in 2010 and assisted in creating 152,000 direct jobs in our state. Pima County tourism generates over 21,000 direct jobs and injects over $2 billion dollars into our local economy. The Gross Domestic Product of the travel industry in Arizona was $6.7 billion in 2010. The travel industry and the microelectronics industry have been the top two Arizona export industries in recent years. According to the report travel spending is now increasing at a greater rate than overall economic growth, but travel spending still remains below the 2005 to 2008 level. More recently, University of Arizona Economic and Business Research Center Director Marshall Vest indicated tourism is returning with consumer confidence and so are the jobs associated with this industry.

The most impacted job sector from the Great Recession has been our local construction industry, the tourism industry and service sector follow closely behind. The national recession has impacted discretionary travel, and it has also adversely impacted convention, training and business retreat travel. This significant adverse economic impact on the tourism industry was compounded by a national Boycott Arizona campaign following passage of Senate Bill 1070. This situation was further complicated by a reduction in Mexican tourism. These combined impacts have caused the tourism industry, according to an October 2010 report by the Center for American Progress, with research and economic analysis conducted by Elliott D. Pollack & Company, the following losses:

Economic losses from cancellations and booking declines

- $217 million in lost direct spending by convention attendees
- 4,236 lost jobs

Losses from conventions already cancelled

- $141 million in lost direct spending by convention attendees
- 2,761 lost jobs

Potential losses from future convention booking declines

- $76 million in lost direct spending by convention attendees
- 1,475 lost jobs

Tourism is one of our purest clean industries and needs to be revitalized. The County is heavily invested in the beneficial economics of tourism through the Kino Sports Complex, and the tourism attractions operated by nonprofit organizations on behalf of Pima County, such as the Arizona-Sonora Desert Museum, the Pima Air and Space Museum, Colossal Cave Mountain Park, Pima County Fairgrounds, Crooked Tree Golf Course and others. Pima County and our attractive unincorporated areas in the foothills of the Sonoran Desert are also major attractions for tourist and business conventions and retreats. These resorts include Loews Ventana Canyon Resort, The Westin La Paloma Resort & Spa, Westward Look Resort, The Omni Tucson National Resort, Hacienda del Sol Guest Ranch Resort and many others.

We have a substantial interest in a healthy and growing tourism industry. This sector of our local economy has not received the attention it should as an economic driver for our region. In fact, the economic blueprint for the Tucson region produced by TREO, entitled *Securing Our Future Now*, makes only one reference to tourism, and that is in the Livable Communities section of the plan, where it states, "support MTCVB in developing tourism growth opportunities." This is not enough. We must be significantly more proactive in supporting, developing and revitalizing our tourism economic base.

Pima County can help stimulate tourism growth by assuring implementation of the 24 recommendations made in the recent Pima County audit of the Metropolitan Tucson Convention and Visitors Bureau (MTCVB), including support for adequate funding, a regional approach to destination marketing and effective alignment of economic development and tourism. The County will continue to work with the MTCVB and the Pima County Sports and Tourism Authority (PCSTA) to continue realigning Kino Veterans Memorial Stadium away from its dependence on major league baseball and toward attracting a mix of amateur sports tournament events and a variety of other professional sports, such as soccer.

Pima County will also assist the PCSTA to develop an integrated sports facility plan that serves the entire community. Through a possible 2013 voter referendum, authorized by the State Legislature, a permanent funding mechanism could be in place as early as Spring 2014 to build much needed community sports facilities such as an arena for soccer, football, rugby and other amateur field sports; as well as soccer field complexes, and the expansion and updating of Kino to accommodate softball, youth leagues, and better multipurpose tournament facilities such as spectator seating, restrooms, concessionaire amenities and shade structures. The County will not, however, support construction of a new professional baseball stadium; an effort which, in today's market, would require well over $100 million of government funding.

In addition, the gateways into Pima County and Tucson need to be cleaned up and improved so as to be immediately attractive to visitors. Recently, a private business group announced its intent to improve the airport gateways using private funds. This is a major step forward that can complement the transportation corridor improvements I recently proposed to the BAC.

Finally, together with The University of Arizona, the incorporated jurisdictions and the private sector, we should seek capital infusion into both our historic destination drivers such as our Pima County leased properties and other southern Arizona attractions, and to promote new concepts of and opportunities for geo- and science-tourism. These new tourism concepts should include aggressive support of unique attractions such as the Arizona-Sonora Desert Museum and the Pima Air and Space Museum, as well as cooperative development of new attractions such as the Canoa Ranch Heritage Park and the University's expansion of both Tumamoc Hill as a geotourism visitors center and the UA Tech Park as a site of solar energy scientific research and museum attraction.

As the County undertakes these efforts, we should promote tourism, resort attractions and facilities throughout the region, with particular attention to those destinations that will contribute to the County tax base as they expand their facilities and operations.

G. Fostering Public/Private Partnerships

The County has developed a significant number of partnerships over the years to provide public services in a variety of areas to increase overall regional economic opportunities. Our largest and most successful partnership continues to emerge; that is, transferring direct patient healthcare to The University of Arizona College of Medicine and their University Medical Center hospital delivery system. This partnership serves multiple purposes. First is the development and expansion of the physician training program to provide increased opportunities for physicians who train in Arizona to stay in Arizona and Pima County. Secondly, the University healthcare delivery system provides better and more diverse care, thereby benefiting the community substantially from improved healthcare delivery and medical services.

This partnership also extends to Pima Community College by not only indirectly sharing facilities, but more importantly, providing a future location for nursing and allied health professional training on the Kino Campus. Our partnerships with Pima Community College in workforce investment training have existed for decades and are expected to continue to provide better equipped, trained and educated work force for our employers of the future.

An emerging and strengthening partnership has been our relationship with the YMCA of Southern Arizona. In the past, the County and the City have been the exclusive providers of recreational, fitness and wellness services. We have jointly discovered that a partnership with the YMCA of Southern Arizona is a better service delivery model with the County providing land, equipment and facilities and the YMCA providing direct delivery of these services. Our experience is that the community benefits significantly through increased facility operating time periods; in most cases, twice as long as the County had traditionally delivered such services. Furthermore, the YMCA benefits from their national experience, making the recreational exercise and wellness programs more current and diverse.

We have also had very successful private nonprofit partnerships in the area of Pima County attractions. We have partnered with the Arizona-Sonora Desert Museum for over 60 years and with the Pima Air and Space Museum for 25 years.

IV. SUMMARY

Pima County currently takes a diverse approach to economic development with a variety of policies and programs that support existing employers and employees and promotes additional job growth for the region. We need to take new initiatives, some of which could

apply Countywide, and others that may be targeted toward the employment centers generally located in the southern metropolitan area of Pima County. Some of these actions can be implemented in the short term, while others will take time.

Many County activities, through our various agencies and departments, relate to economic development or building a community to be more competitive and economically stable. While most, if not all, of these existing programs will continue, County departments and agencies that have some involvement in community building or economic stability will be asked to examine what additional actions they can undertake to achieve the creation of more and higher paying jobs and promote overall economic growth to raise the income levels of our residents as well as reduce unemployment rates and expand and strengthen the property tax base.

In the past, the region's efforts in economic development have focused largely on attracting business and job relocations from other areas in the country. This strategy is still viable; however, it will be increasingly difficult to be competitive with other major metropolitan areas in the country. Because of this increased competitiveness, we must now employ new strategies that make us more competitive and more attractive for business.

Two principal strategies I have outlined in this report are directing our traditional bond capital investment programs to stimulate economic development through significant transportation and infrastructure investments connecting existing and emerging major employment centers within Pima County. In addition, we must strengthen our relationship with The University of Arizona. We need to leverage their intellectual capacity to increase our competitiveness nationally and provide the intellectual incubators for temporary and emerging new lines of business in the areas of technology, solar energy, optics, medical services, biosciences and even geo-based tourism. Through improved communication, coordination and cooperation with the University, we must take full advantage of their economic development power and capacity.

In addition to pursuing these strategies, we need to expand dialog with businesses and other stakeholders regarding opportunities that will have the most meaningful impact on job creation and economic stability that the County is legally able to undertake, but may not have been previously considered. Development of an optimal investment and economic development strategy will take the full and complete cooperation of the region and all of our various business and economic development partners. We need to engage them all in this discussion so the best possible plan emerges for implementation in 2012.

V. RECOMMENDATIONS

It is recommended the Board take the following actions regarding a new vision for economic development in Pima County:

Review and Comment

1. Direct that this report regarding economic development be circulated for review, comment and recommendations by March 15, 2012 from economic development, business and job interest groups, including:

- Ajo District Chamber of Commerce
- Arizona Bioindustry Association
- Arizona Builders Alliance, Inc.
- Bioscience Leadership Council of Arizona
- Greater Vail Area Chamber of Commerce
- Green Valley-Sahuarita Chamber of Commerce
- Marana Chamber of Commerce
- Metropolitan Pima Alliance
- Metropolitan Tucson Convention and Visitors Bureau
- Northern Pima County Chamber of Commerce
- Pima County Small Business Commission
- Pima County Workforce Investment Board
- Real Estate Advisory Council
- Southern Arizona Homebuilders Association
- Southern Arizona Leadership Council
- Tucson Association of Realtors
- Tucson Hispanic Chamber of Commerce
- Tucson Metropolitan Chamber of Commerce
- Tucson Regional Economic Opportunities, Inc.
- Tucson Utility Contractors Association
- Tucson-Southern Arizona Black Chamber of Commerce

2. Request review and recommendations from the Pima County Small Business Commission and the Pima County Workforce Investment Board regarding the creation of a Business Resources OneStop Center.

3. Request review and recommendations from the Pima County Sports and Tourism Authority regarding aspects of this report and recommendations relating to revitalizing tourism.

4. Request review and recommendations on this report as it relates to investing in the workforce and literacy from the Library Advisory Board.

5. Ask the Regional Transportation Authority and Pima Association of Governments to assist in developing and implementing economic development related transportation corridor improvements.

6. Request review and comment on the infrastructure investment proposals to revitalize tourism for the Arizona-Sonora Desert Museum from the Museum's Board of Directors or ask for any other recommendations they may have regarding increasing regional tourism.

7. Request review and comment on the infrastructure investment proposals for the Pima Air and Space Museum from the Arizona Aerospace Foundation's Board of Directors or ask for any other recommendations they may have on increasing regional tourism.

8. Request review, comment and recommendations from the Workforce Investment Board regarding the section of this report calling for increased basic education skills for the region's workforce.

Capital Infrastructure for Economic Development

9. Direct staff to continue the accelerated implementation of previously authorized bond capital projects and programs to provide continued employment stimulus for the local construction industry.

10. Ask the Pima County Bond Advisory Committee (BAC) to continue their deliberations regarding development of an economic development and jobs creation bond initiative for future voter consideration.

11. Ask the BAC to consider, at a minimum, the Phase I proposed transportation improvements of $123 million; the minimum capital transportation investment that will allow for a permanent buffer for Raytheon and establish a long-term transportation boundary for Tucson International Airport.

Capital Investment

12. Purchase, for future compatible development and resale, the buffer properties associated with possible Raytheon expansion during Calendar Year 2012. The property will be resold for employment center expansion or development.

13. Enter into a cooperative planning partnership with the Tucson Airport Authority to plan and develop a new aerospace, defense and research employment center on Tucson Airport Authority and Pima County acquired buffer property.

14. Initiate and advance preliminary engineering, with the Regional Transportation Authority, for major transportation corridor improvements described as Phase I of highway improvements to establish a permanent buffer for Raytheon and a transportation perimeter for Tucson International Airport.

Leverage the Intellectual Capacity of The University of Arizona

15. Transmit this report to the President of The University of Arizona and the incoming Chair of the Arizona Board of Regents and request their development of a priority assistance and cooperation program where the County can, through its various actions, participate and establish funding, as well as priority implementation of cooperative University/County programs, that assist in economic development and job creation.

16. Request that University of Arizona management prioritize program and funding requests of the County as they relate to either economic or community development.

17. Support incubator development of emerging technologies that originate through the research and development of the University faculty and staff.

Regulatory Reform and Permit Processing

18. Freeze and defer any County related development, building or planning fee increases for Calendar Year 2012.

19. Commit for Calendar Year 2012 that development related services for private development permitting will receive a five working day review and comment on project plans and request all other jurisdictions meet a similar standard.

20. Review all development related fees to determine how best to stimulate private development and building, including deferring a portion of fees until project completion.

21. Encourage a uniform regional building, zoning and development code or codes to establish uniformity of code application.

22. Reduce wastewater connection fees and change the methodology for fee computation to be more uniformly applied and predictable.

23. Allow time payment of up to five years at low interest rates for wastewater connection fees provided the low interest financing becomes a lien on the property for security.

24. Allow time payment of up to five years at low interest rates for transportation impact fees, flood control in-lieu fees or parks in-lieu fees.

Revitalizing Tourism

25. Commit half of all proceeds from Hotel Bed Tax receipts to the revitalization of tourism, with no diversion of these receipts to the General Fund and encourage all local jurisdictions to do the same.

26. Request that the Metropolitan Tucson Convention and Visitors Bureau (MTCVB) review and recommend how they may assist in developing geotourism in cooperation and coordination with Pima County and The University of Arizona College of Letters, Arts and Science.

27. Insure implementation of the 24 major recommendations from the recent County Audit of the MTCVB.

28. Increase the national and worldwide attractiveness of the Arizona-Sonora Desert Museum and the Pima Air and Space Museum by investing future County bond funds in the significant expansion of the water as a desert resource exhibit at the Arizona-Sonora Desert Museum and the Cold War Exhibition Hangar at the Pima Air and Space Museum.

29. Continue the active revitalization of the Kino Veterans Memorial Stadium Complex from a single purpose baseball spring training facility to a multipurpose amateur sports venue for soccer, football and rugby as well as baseball and other field sports.

30. Encourage and support the creation of a regional visitors' center at Tumamoc Hill, to be known as the Southern Arizona Regional Visitors Center, in cooperation with The University of Arizona.

Investing in the Workforce and Fostering Business Success

31. Double our financial commitment to literacy and math skill development through Library-based tutoring programs that are coordinated with the Pima County Workforce Investment Board and the Workforce OneStop Center.

32. Request the Workforce Investment Board and the Library Advisory Board collaborate on employment skills training and basic reading, math and writing skill development.

33. Establish the Business Resources OneStop Center and request organizational design for budget implementation in Fiscal Year 2012/13.

34. Organize an interagency and interdepartmental business service team to complete a plan of operations for the Business Resource OneStop Center from the Community Services Department and the Library District.

Continuing Nonprofit Service Delivery Partnerships

35. Continue to fund the nonprofit service delivery model without further budget reductions.

36. Continue to fund County support for The University of Arizona Medical Center South Campus at the same level for Fiscal Year 2012/13 with incentive funding for business expansion that helps area employees in the southern metropolitan area of Pima County.

37. Prioritize bond funded capital investment in Pima County attractions that significantly increase regional tourism.

38. Recommend County bond investment in a regional visitors' center at Tumamoc Hill, to be known as the Southern Arizona Regional Visitors Center, in association with The University of Arizona Colleges of Letters, Arts and Science.

39. Continue and enhance employer wellness programs through recreational, fitness and wellness initiatives of the YMCA of Southern Arizona delivering these services at the provided County facilities.

CHH/mjk

Attachments

ATTACHMENT 1

PIMA COUNTY ONESTOP CAREER CENTER
REGIONAL STRATEGY FOR JOBS

INTRODUCTION

Pima County has a regional strategy to retain, create and attract high-wage jobs. The Community Services, Employment and Training Department administers federal employment and training dollars and operates the OneStop Career Center offering a continuum of workforce services and programs for job seekers and employers countywide (including the City of Tucson). The Pima County Workforce Investment Board is appointed by the Board of Supervisors to guide workforce activities toward the vision of "Quality jobs for qualified workers."

Given the increasing prominence of workforce in determining competitiveness, these activities have an important role to play in driving and sustaining economic prosperity throughout the county. Critical elements in the County's workforce investment strategy are

- Promoting priority sectors,
- Maximizing regional workforce resources,
- Aligning with business startup, retention, expansion and attraction efforts,
- Competing as a southern Arizona region,
- Developing a home grown talent pool,
- Increasing access to job training or retraining for economically disadvantaged populations,
- Raising adult basic educational levels,
- Expanding career-focused and science education, and
- Collaborating with the education system.

COMPETITIVE SECTORS

Workforce investment needs to be focused on industry sectors that provide the preponderance of the region's high-paying jobs and/or that offer our region the greatest competitive advantage in the global economy. Key sectors may be grouped in a variety of ways; Pima County OneStop has identified the following strategic sectors:

- Emerging Technologies/Renewable Resources
- Aerospace/Defense/Manufacturing
- Transportation/Logistics

- Health Science/Bioscience
- Border Security and Protective Services
- Infrastructure

Workforce investment priorities have to balance the goal of providing access to quality employment opportunities where they are found today with that of developing a skilled workforce for the quality jobs of the future. Whereas 50 years ago most of our jobs were unskilled and semi-skilled, future job growth will be concentrated at high skill levels, as global competitiveness gravitates toward innovation. Our sector strategies reflect this balance by offering career advancement pathways from lower-skilled positions to high-skilled occupations that command high wages and increase the innovation capacity of our economy.

COORDINATED WORKFORCE RESOURCES

Pima County OneStop is part of a national public workforce system that is funded by the United States Department of Labor. Federal funds are allocated to the County to operate a one-stop shop for job seeker and employers. Pima County maximizes the benefit of these limited resources through coordination, investment and fund development.

The OneStop has established numerous collaborative partnerships (both financial and non-financial) with other entities that have resources for employment and training activities. State agencies, community nonprofit organizations, faith-based organizations, educational institutions, and others work with the Pima County OneStop to coordinate and streamline services around two customers: employers and job seekers. Co-located staff, out-stationed staff, inter-agency teams, referral processes, information-sharing and joint planning are all aspects of such coordination. The result is that customers access the full benefit of the community's available workforce resources which would otherwise be cut off from one another.

Pima County has invested directly to create a system that brings together related resource "silos" for the benefit of job seekers and employers. In 2004 the One Stop opened a brand new facility at the Kino Service Center constructed with $3 million from County Bond funds. Additional projects to create the Sullivan Jackson One Stop center for homeless jobseekers, and the Las Artes youth facility bring the total County investment in workforce infrastructure to about $6 million. The Pima County Board of Supervisors provides County General Fund support to One Stop programs, and County departments employ youth and unskilled adults in over 400 internships. Every year Pima County supports training slots for hundreds of youth and adults who could not have been served under federal grants because of funding limitations or eligibility restrictions.

Federal Workforce Investment Act funds are inadequate to operate a quality regional workforce system. Recent budget cuts underscore the danger of overreliance on a single

federal funding stream. Complex restrictions on the uses of these funds also hamper flexibility in responding to local workforce needs. The OneStop works with its partners to secure and leverage funding from a variety of sources. Competitive grants bring an additional $10 to $15 million into the OneStop system each year and support innovative programs for veterans, high-tech production employees, high-school dropouts, homeless job seekers, and green businesses. Development efforts focus on strengthening the coordination described above and include support for grant proposals by other agencies that wish to engage the OneStop as a collaborative partner.

BUSINESS START-UP, RETENTION, EXPANSION, AND ATTRACTION

Central to the goal of fostering job growth in priority sectors are services to entrepreneurs and businesses to encourage creation and attraction of new companies and to ensure the health and growth of existing companies. Pima County is a stakeholder and investor in Tucson Regional Economic Opportunities which conducts economic development activities for Tucson and the surrounding metro communities. Pima County participates in these job promotion activities through such instruments as bond investments, incentives and permitting assistance.

Workforce partnerships are also an important tool for the County to promote job creation. Pima County OneStop has a dedicated Employer Outreach Team which provides assistance to businesses in recruiting, retaining and training qualified workers. The Employer Outreach Team works closely with TREO to align services with attraction efforts and to follow up on training needs identified by TREO. In addition the team conducts direct outreach to companies to assess industry skill needs in priority sectors and to secure grants and design training programs that address identified skill gaps. Recent industry training partners include Davis-Monthan Air Force Base, Raytheon, Paragon, MRI, Perfection Industrial Finishing, Alcoa, Offshore Group, ILS Company, Carondelet, Tucson Medical Center and others. The most effective partnerships have combined diverse inputs, such as employer-funded training wages combined with County workforce grants for entry level training and support services, Arizona Job Training grants to the employer for upgrade training, and instructional price offsets provided by the training institution to reflect company facilities, equipment or instructors.

Pima County OneStop has also worked to align its efforts with the region's entrepreneurial assets. Microbusiness Advancement Center operates Small Business Administration programs as well as its own business planning and lending programs. The MAC program is a designated Eligible Training Provider for the OneStop, which allows workforce funds to be used to pay for business plan training through MAC for qualifying entrepreneurs. MAC, the McGuire Center for Entrepreneurship as the University of Arizona's Eller College of Management, Arizona Technology Council, and the UA Center for Innovation were partners with OneStop in a recent workforce innovation grant to provide entrepreneurial training.

COLLABORATION WITH OTHER COUNTIES

Although jurisdictions have a tendency to pursue job creation strategies within their political boundaries, economic regions are the real competitors in the global economy. Pima County OneStop collaborates with other counties in order to capitalize on regional economic development strategies, for example:

- Differentiation – a region has shared assets on an adequate scale to stand out as an environment with a character that is easily recognized.
- Diversification – differences across the region make the economy more resilient to downturns in one area and less dependent upon external supply chains.
- Proximity – contact between different centers of excellence within the region fosters innovation that can lead to new competitive advantages.

Pima County's work with Yuma, Cochise, Santa Cruz and Cochise Counties has established a consortium called Innovation Frontier Arizona (IFA). IFA capitalizes on shared assets in aerospace/defense, transportation/logistics, and post-secondary education and research, as well as shared priorities such as border security and healthcare. IFA's accomplishments demonstrate the benefits of regional collaboration on workforce development with increased alignment between college curricula, responsiveness to strategic sectors, economies of scale, and nearly $15 million in federal grants awarded to the region over the past five years.

HOME GROWN TALENT

Southern Arizona faces a dilemma in that its regional economy needs to attract and grow high-wage jobs, but there is a shortage of skilled workers to fuel this growth. Meanwhile, many local workers – as well as unemployed job seekers – are unable to move forward in their careers because they lack sufficient skills and education to get a job or a promotion. Pima County OneStop is focused on training the existing workforce for higher-skill jobs in strategic industry sectors. Since most workers can ill afford to stop working to go to school, specialized approaches are needed for both employed and unemployed populations.

Employed worker training programs are being customized to business needs by such means as online format, onsite or proximate location, special scheduling. Unemployed worker training or retraining offers compressed as well as intensive instruction that is aligned to the requirements of unemployment benefits.

Both types of programs:

- Engage businesses as co-sponsors based on their immediate workforce needs and long-term interests.
- Provide competencies that directly match jobs for which employers have current or projected demand;
- Align where possible with credit-bearing coursework and seamless transfer to professional degree programs;

- Where possible, provide portable credentials or industrial certifications that will enhance trainees' employability and earning power;
- Offer supportive services to help training participants juggle work or job search, basic family needs and school.

DISADVANTAGED POPULATIONS

The OneStop offers core job search and labor exchange services to the general public. However, training resources and employer services are focused on

- Sustainable employment outcomes,
- Priority populations, and
- Job-ready individuals.

Livable wages, employee benefits, career advancement opportunity, safe working conditions and labor-market stability are key factors in workforce investment decisions.

Pima County OneStop focuses investment on disadvantaged populations and potential labor pools that are underrepresented in the workforce, as well as current workers who want to increase their skills to move up into higher-paid jobs. Dedicated funding and discretionary grants are used to train or retrain low-income adults and youth entering the workforce, dislocated workers, high-school dropouts, veterans, older workers, and homeless job seekers.

Partnerships with community-based and faith-based organizations help to leverage resources, expertise and networks for serving these populations, as well as people with disabilities, rural residents and minority communities. Partnerships with basic social-assistance programs help to ensure that workforce investments are focused on job-ready individuals who want to work. Stabilizing basic needs and personal circumstances is a critical first step to success in training and job search.

WORKFORCE LITERACY

Pima County's efforts to develop a home-grown talent pool to fuel economic growth are challenged by low educational levels among adult workers. A significant proportion of OneStop customers do not have adequate reading, language and math scores on standardized assessment tests to enroll in occupational training or attain employment at sustainable wages.

The OneStop and its partners have developed some strategies for providing remedial education so that job seekers can increase their earning power through training. For example Las Artes is a GED program for young adults sponsored by the Pima County Board of Supervisors. The "Lindsey Center" collaboration was developed in partnership with Pima Community College and Pima College Adult Education under ARRA funding. In addition Pima County OneStop funds limited adult education services through SER Jobs

for Progress, Literacy Volunteers of Tucson, Portable Practical Educational Preparation (PPEP), Inc., and Tucson Youth Development, and coordinates referrals with the Ready to Earn program offered by Goodwill Industries.

Features of these programs have included:

- Content contextualized around a specific career focus and/or specific occupational competencies;
- Intensive, full-time scheduling;
- Use of assessment tools and computer-assisted education to customize instruction to specific areas of weakness;
- Cohort-based instruction, enhanced with supportive services, job club activities, and motivational team building.

While small in scale and often dependent on special grants, the community/one-stop based adult education programs are well-positioned to leverage diverse resources. Pima County OneStop has used WIA formula funds (especially WIA Youth), Community Service Block Grant funds, and County General Funds for these projects. State K-12 student maintenance funds help to support sister diploma programs at Pima Vocational High School, Tucson Youth Development and PPEP. These special alternative charter schools focus on older youth populations who are entering or already in the workforce. And each community-based organization has a unique set of social services, grants, fundraising and volunteers that can be used to support job seekers who need to improve their basic skills in order to complete training and obtain sustainable employment.

CAREER TECHNICAL EDUCATION AND STEM EDUCATION

Recent efforts such as Expect More Arizona and the P-20 Council convened by the previous Governor have concluded that Arizona's public education system does not produce enough students with the necessary skills in Science, Technology, Engineering and Math to fuel economic growth in our industries of opportunity. Southern Arizona has a higher concentration of population 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 Bachelors, 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).

In addition to the home-grown talent development efforts described above, Pima County OneStop seeks to align its modest investments in workforce development opportunities for youth with regional efforts in STEM and Career Technical Education. Examples include:

- Funding paid work experience for youth in targeted sectors;
- Recruiting industry experts in engineering and logistics to participate business advisory committees for the Joint Technological Education District (JTED);

- Funding teacher training for Catalina Foothills and Sunnyside School Districts to establish Project Lead the Way model engineering programs;
- Funding online teacher-training courses in STEM education for Pima Community College's Teacher Education Program;
- Sharing newly developed curriculum in Logistics and Supply Chain Management with JTED for conversion into high-school Career Technical Education modules.

COLLABORATION WITH EDUCATIONAL INSTITUTIONS AND SYSTEMS

Pima County's Regional Strategy for Jobs necessitates close collaboration with K-12 school districts, charter schools, community colleges, private training colleges, and four-year institutions. The efforts described above have engaged these partners in collaboration activities focused on the following innovations:

- Resource-sharing and joint funding development efforts;
- Customized curriculum and development of new curriculum;
- Customized scheduling and delivery of education;
- Articulation of occupational education with professional degree programs;
- Coordinated recruitment, referral, enrollment, support and job placement of students;
- Streamlining/maximizing financial aid and credit-bearing education;
- Expanding opportunities for relevant, career-focused education; and
- Delivery and design of effective remedial education for job seekers.

Pima County continues to advocate for policies and investments at the state and local levels that would support these innovations to take place on a larger scale.

PIMA COUNTY ONESTOP CAREER CENTER
PROGRAMS PROVIDED

JOB TRAINING AND EMPLOYMENT PROGRAMS

►One Stop Career Center

The One-Stop system organizes and simplifies federally-funded employment and training programs for job seekers and employers. A total of six centers are staffed by Pima County, community-based agencies, Arizona Department of Economic Security (DES, representing Employment Service, Trade Adjustment Assistance, the Senior Community Employment Program, Rehabilitation Services, and Unemployment Insurance), Department of Labor Veterans Employment Representatives, Pima Community College and Pima College Adult Education. More than 16,000 job seekers were served at the One Stop Career Center during this past fiscal year. Of these, 42% were seeking assistance with employment, while 19% wanted to search for jobs themselves using the OneStop resources, 11% needed crisis/basic-needs assistance, and 28% wanted job training prior to seeking employment. Self-help resources include computers for resume building, job databases and email. Occupational skills training is provided in more than 300 fields through a variety of approved local public and private training institutions.

►One Stop Dislocated Worker Program

The Dislocated Worker Program helps people who lost their jobs due to business closures or reductions in force. By providing retraining and quick access to job referrals, the Dislocated Worker Program helps people get back on their feet quickly. During fiscal year 2010-2011, 2,066 dislocated workers from an estimated 200 local companies were served by the program. Sixty percent received some type of retraining; 87% found a new job. The program's provided Rapid Response assistance for 17 reported mass layoff events. Rapid Response works with companies to develop employment transition services in advance of the layoff, and to minimize the impact on our community. The program provides services that are customized to each layoff and to each company's needs in order to help manage the workforce reduction and transition of employees into new jobs.

►Employer Outreach Team

Pima County One Stop has a dedicated Employer Outreach Team to help businesses recruit, train and retain qualified workers. The Employer Outreach Team:

- Works with private sector employers, community organizations, professional associations, chambers of commerce and economic development entities.
- Serves as a conduit for current employers as well as prospective employers to present their staffing and training needs to the One-Stop system.
- Conducts outreach, one-on-one meetings, interviews, focus groups and surveys of businesses to determine current and future hiring needs.

- 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 Direct Connect events to connect job seekers with local employers conducting recruitment.
- Assesses skill needs for needed occupations and determines availability of training suitable to address those needs. Works with employers to develop new training and/or apprenticeship programs in high demand occupations. Develops On-the-Job Training contracts with employers.
- Provides individualized support for training participants and follow-up for individuals placed in employment. Tracks participants' progress and provides assistance to address obstacles.
- Serves as an informational resource on services, resources and programs available in the community to assist workers and/or training participants.
- Provides information to employers on economic development programs and assists them in taking advantage of Empowerment Zone, Enterprise Zone and Work Opportunity Tax Credits.

The Employer Outreach Team has identified Subject Matter Experts who concentrate on the training needs of identified industry sectors. Using focus groups made up of representatives from similar companies within industry sectors, the team identifies existing training programs or develops customized training programs. This approach addresses not only the skills shortages present in today's workforce but the skills needed for the workforce of the future.

Examples of programs and activities provided to employers include:

- ⇨ On-the-Job Training contracts with employers,
- ⇨ Job Fairs (in-house and community events)
- ⇨ Special Machine Tool Technology program for dislocated workers
- ⇨ Production worker upgrade training programs at Sargent Aerospace & Defense, Raytheon, Bombardier, Universal Avionics, Paragon and others
- ⇨ Logistics worker upgrade training programs at Offshore Group, Goodwill Industries, Sargent Aerospace & Defense, and others
- ⇨ Photovoltaic Solar installation class for dislocated workers
- ⇨ Solar panel installation program with IBEW apprenticeship program
- ⇨ Hybrid technology training for auto mechanics at local companies and fleet service operations
- ⇨ Sustainability for Building Trades class for experienced builders
- ⇨ Construction companies consortium to develop new apprenticeship program for Grade Checkers
- ⇨ Job leads entered into the Employer Job Lead database
- ⇨ Chamber of Commerce connections – Tucson, Marana, Northern Pima County, Southern Arizona Green, Hispanic, Black Chambers and S. AZ Logistic Ed. Org (SALEO)
- ⇨ Assistance and matching resources for companies to get State Job Training Grants
- ⇨ Certification of employees for Section 3 preferences in projects funded by US Housing and Urban Development

►Faith-Based Initiatives

Pima County's Faith-based Community Initiatives Program promotes collaboration of social services among and between faith organizations, community organizations and the Pima County government. The Faith-based Community Initiatives Program conducts outreach, convenes meetings, organizes workshops, links networks, pursues grant opportunities, conducts training, and assists with community resource fairs. In addition, Pima County's Faith-based Community Initiatives Program manages grants that promote employment opportunities for those most in need: homeless, re-entry youth, youth aging out of foster care, teenage parents, high school dropouts, and others.

►Jackson Employment Center

The Jackson Employment Center (JEC) helps homeless men and women find employment. JEC is at the end point of the "Continuum of Care," which is a process that involves many local shelters. In this process, homeless persons and their families are given shelter and then transitioned into more permanent housing. As their housing situation is stabilized, they are referred to JEC which provides a very structured job search process. Some homeless clients receive vocational training as well. Each year, JEC provides about 400 homeless clients with intensive job preparation and job search activities. A significant number of these get unsubsidized jobs which allows them to move into unsubsidized housing. This program has received national awards for its success. Over a ten-year period, the program brought $11 million into Pima County from competitive federal grants and placed 1,875 homeless individuals in jobs. At the overall average placement wage of $9.10 per hour, that translates into a potential economic impact of more than $35 million over ten years. National estimates of the average cost of homelessness range from $13,000 to $40,000 per person per year in jail, shelter and emergency medical services costs.

MEETING STRATEGIC WORKFORCE NEEDS

►Innovation Frontier Arizona

Pima County, along with Cochise, Santa Cruz and Yuma Counties, was the recipient of a $5 million WIRED grant to connect education, training and industry around a shared vision for southern Arizona's economy. WIRED grants provided seed money to attract larger investments centered around a regional innovation agenda. WIRED grant partners accomplished the following:

- ⇨ Mapped degrees and certificates relevant to aerospace/defense and border security across the region's three community college districts and the University of Arizona, with a new engineering pathway created for Yuma students
- ⇨ Provided career advancement training for 929 current aerospace/defense workers
- ⇨ Provided engineering or information technology training for 192 unemployed workers
- ⇨ Implemented national model pre-engineering program in six high schools
- ⇨ Provided biotechnology teacher training for eight schools
- ⇨ Provided exposure for a total of 1,860 students to STEM education
- ⇨ Created 31 online professional development courses for elementary and middle school math and science teachers. Initial offerings engaged 120 teachers
- ⇨ Served 283 individuals in workplace and digital literacy classes

- 163 others completed the Border Security Pre-Academy
- Created regional online resource exchange, teacher training and resources for entrepreneurship educators
- Engaged 1,475 emergent entrepreneurs in workshops and 1,022 K-12 students in IdeaFair competitions
- Provided training for 57 teachers and administrators in Solution Discovery curriculum through IdeaFair
- Developed four-county partnership of businesses, economic development agencies, workforce development "One Stop" centers, community colleges and the University of Arizona
- Launched Industrial Workforce Needs Survey and database at www.innovationfrontieraz.com
- Created an online platforms to share employment and training information and help entrepreneurs launch or grow their business
- Documented more than $4.1 million in leveraged resources

Under a subsequent $2 million **Community Based Job Training Gran**t IFA established a Regional Logistics Workforce Initiative which:

- Developed a new associates degree program in Logistics and Supply-Chain Management at three regional community colleges
- Developed new certificates in Hazardous Materials, Forklift and Commercial Truck Driving
- Trained 1,642 individuals in Logistics and Supply-Chain Management coursework

Last year IFA received a **State Energy Sector Partnership Grant (SESP)** for $1.3 million plus a $325,000 grant from Arizona Governor's Council on Workforce Policy for industry outreach, curriculum development and direct training of southern Arizona workers in green-jobs activities, including:

- Photovoltaic Systems Certification – IBEW Apprenticeship upgrade
- Photovoltaic Installer Certification – Fast-Track Training for laid-off individuals
- Green Contextual Adult Education class – Fast-Track remedial education to prepare lower-skilled adults to enter training for green construction and other certifications
- Sustainability for Building Trades – Fast-track upgrade certification for experienced construction workers in green building concepts
- Energy auditing and weatherization
- Hybrid Automotive Technology training
- Environmental Conservation
- Water Harvesting Certification
- Solar Energy Efficient Dwelling (*SEED [pod])* – On-the-job training partnership with UA College of Architecture and AzRise

Pima County was just notified of an additional $1.3 million grant award from the U.S. Department of Labor. The **Southern Arizona Technical Career Pathways** grant will:

- Provide training for 200 incumbent, i.e. existing workers;
- Train workers to move up into positions for which employers are currently using the H-1B nonimmigrant visa program to hire foreign workers;
- Expand the existing pipeline of home-grown, high-tech talent in the region;
- Capitalize on recent innovations increasing workers' access to higher education;
- Increase the diversity of the high-tech workforce;

- Target workers employed at the technician level in engineering, information technology and related management;
- Focus on small, high-tech companies that offer opportunities for advancement;
- Support job creation and retention in the Aerospace/Defense sector and other high-tech industries.

EDUCATION PROGRAMS

►Summer Youth Opportunities

This program helps educationally and economically disadvantaged youth gain work experience, complete graduation requirements, and prepare for post-secondary education, vocational training and employment. In the summer of 2011, 1,465 young people, ages 14 through 21, participated in the program. Nearly 4,000 youth countywide applied for the limited slots.

Example worksites include:

Arizona Public Media
Ballistic Fabrication
C & T Oil
Caid Industries
City of Tucson
DHL
Future Builders
Horizon Moving Systems
La Mesa Tortillas
Ladies Workout Express
Offshore International
Pima County Development Services
Pima County Forensic Science Center
Pima County Public Defender
Pure Aesthetics
Radisson Suites
Road Machinery
Shaffer Dry Cleaning & Laundry
Southern Arizona Home Builders Association
Tucson Convention Center
University of Arizona

Youth participants learned valuable transferable skills, including: clerical, computer, interpersonal, planning, organizational, leadership, presentation, technical and customer service skills. They also practiced following directions and understanding and applying complex rules and regulations.

Applicants to the program were tested to determine academic levels. Youth with low test scores on these assessments received remedial education and credit recovery opportunities as part of the program. About one-third of participants were placed in summer basic education classes.

►Las Artes

Las Artes creates ceramic tile murals to beautify inner-city neighborhoods and rural communities, while offering youth who have dropped out of school a chance to earn their GED. Now in its tenth year, the Pima County program engages youth aged 16 to 21. Intensive instruction and support help students overcome significant skill gaps in the remedial education phase. In the vocational arts component, students work with an artist/instructor to fabricate tile murals for roads, parks and facilities. The last eight-week module prepares youth to take the GED exams and has an average pass rate of 95%. More than 500 Tucson-area youth have earned their GED through this program.

►Pima Vocational High School

Pima Vocational High School (PVHS) is a charter school specifically for unemployed, out-of-school youth ages 16 to 22. PVHS offers a school-to-work program of academic and vocational training. Vocational readiness is achieved through employability classes and direct on-the-job experience primarily in Pima County departments. Each student has an individualized plan to address special educational and transitional needs. Pima Vocational has three locations one at the Kino Veterans Memorial Center, one in downtown Tucson, and a third on the premises of the Pima County Wastewater Roger Road facility. Sites were selected because of the economic need within the surrounding community and the proximity of the site to County work placements for students. Each site serves 50 students in small classes of 15. After students have attended PVHS for six months, their attendance improves greatly. The school also tracks outcomes such as behavior change, increased skills as demonstrated by AIMS test scores and other assessments, mastery of vocational skills and job placement and, of course completion of diploma requirements. In its 10 years of operation, PVHS has helped 329 students achieve their goal of graduating from high school.

ATTACHMENT 2

ATTACHMENT 2

Economic Development Services at the Pima County Public Library

Residents of Pima County look to the Library to provide a wide range of free services that contribute to the economic development of the community and build on local strengths to provide individuals with educational opportunities to improve their lives.

Job Help. Computer classes are offered for job seekers who need to upgrade their technology skills. Classes range from computer basics to more advanced Internet topics, word processing and spreadsheet training.

Job Clubs. Extended time on computers is available at 11 libraries where job seekers may spend time searching for job leads, creating resumes, taking employment preparation tests and applying for jobs online.

Small Business Development Support. In collaboration with the Microbusiness Advancement Center of Southern Arizona, the Small Business Development Center and other business assistance organizations, the Library provides business planning and startup workshops for entrepreneurs. This includes providing access to databases with marketing, demographic and other vital information to start or grow local businesses.

Nonprofit Workshops. The Library conducts grant writing workshops and assistance to nonprofit organizations to identify funding opportunities to support growth for local social benefit services. A monthly newsletter is distributed to nonprofit agencies listing new and ongoing funding opportunities.

Broadband Access – Job Seeker Stations and Job Counseling. The Arizona Department of Library, Archives and Public Records is administering a federal grant. "**AZ Job Help Hubs @ Your Library.**" The Library now has 27 dedicated Job Help Workstations and three computer labs dedicated to supporting workforce development. The grant includes funding for three job counselors to work with job seekers at the three Job Help Hubs.

OneStop Partnership. The Library partners with the OneStop Center by providing many of the same online job assistance tools, including resume software, to assist job seekers. This provides greater access to these tools from 27 libraries located across Pima County.

Early Literacy Services. One of the best indicators of success in school and career is having access to quality early literacy readiness. **Reach the Parent Teach the Child**

and the research-based **"Every Child Ready to Read"** programs teach parents and caregivers about early childhood development, language and reading skills.

Youth Workforce Readiness. The Library provides job experience for youth through Pima County youth employment programs. In addition, teens gain valuable work experience as volunteers and through various programs that provide stipends for taking computer classes and providing instruction to peers and adults.

GED Preparation and Tutoring, **Citizenship Classes**, **English Language** classes are offered to help workers expand their skills in preparation for advancing their education or expanding employment opportunities. These classes are complemented by online resources for individualized learning.

ATTACHMENT 3

ATTACHMENT 3

IMPROVED DEVELOPMENT APPROVAL PROCESSES AND REDUCED FEES

1. Efforts to Streamline Processes

A. Creation of a Public Works-wide procedure to promote plan review consistency and shorten approval timeframes.

B. Establishment of service delivery performance targets with input from the development industry. Fourth Quarter performance for Fiscal Year 2010/11 indicates that 84.64 percent of building permit applications were approved within five business days; plan reviews have been completed in 1.64 days on average.

C. Policy shift to allow unrestricted commercial uses when rezoning to CB-1 or CB-2, in conformance with plan presented at public hearing, when no neighborhood impacts.

D. Improved interagency coordination and elimination of unnecessary sub-processes in the comprehensive plan amendment and rezoning process; Development Services no longer hosts neighborhood meetings for comprehensive plan amendments.

E. Clarified and streamlined process to obtain approval for other similar commercial uses besides those explicitly listed in CB-1 commercial.

F. Policy shift to limit the number of reviews of a rezoning site analysis prior to finding it complete; maximum of two reviews.

G. Customized development plan program based on impact; projects are reviewed only by those departments required based on impact. Less stringent development plan requirements for existing sites with new uses.

H. Assisting customers with legal nonconforming uses to allow some expansion without bringing entire site into compliance with current code.

I. Eliminated arraignment appearance in code enforcement matters, thereby allowing for expedited due process and resolution of enforcement cases.

2. Efforts to Modify Requirements

A. Commercial and Industrial

1. Extended time limits and allowed multiple time limits for approvals of development plans, tentative subdivision plats and Type II grading permits.
2. Created a concurrent/combined comprehensive plan and rezoning process, thereby reducing up to one year from the process for small scale developments.
3. Reduced parking requirements for businesses and provided for administrative flexibility and reductions in the application of parking requirements.
4. Allow mixed use in Light Industrial (CI-1) zone.

5. Preserve CB-2 zoning for commercial uses by discouraging rezoning of existing commercial properties to residential uses, which would eliminate access to commercial services.
6. Allow for adaptive reuse of existing homes on major arterials for nonresidential uses with no development plan requirement.
7. Simplified the Multiple Use zone's special use permit process for nonresidential uses to allow concurrent processing with development plan.
8. Eliminated requirement for mandatory walls around single and multi-story self storage facilities.
9. Eliminated requirement for a grading permit when only resurfacing an existing parking lot.
10. Clarified and streamlined cell tower processes eliminating the requirement for a conditional use permit for colocation of panels on existing structures.

B. Residential

1. Revised and simplified the "two-story" residential ordinance to expand allowable exceptions and allow for greater flexibility in design options, which promotes better interaction and agreement between neighbors.
2. Allowed for parking of first responder vehicles in residential areas.
3. Created greater administrative flexibility for setbacks and lot coverage of accessory buildings when there is no neighborhood objection.
4. Permitted the use taller screen walls and fences in side and rear yards and taller architectural entry features for vehicle access to property.
5. Allowed temporary kitchens in some guesthouses for ill, handicapped or elderly relatives; working at Board of Supervisors direction to expand this allowance further.
6. Created landmark transfer of development rights option for property owners to increase residential use without rezoning.
7. Reduced the number of required inspections on residential permits by approximately 62 percent, which reduces the number of customer calls for inspections and the number of trips an inspector makes to each jobsite.

C. General and Procedural

1. Eliminated the redundant role of the Design Review Committee from rezoning and specific plan processes involving the Buffer Overlay Zone.
2. Created an offsite mitigation option for the Native Plant Preservation Ordinance to expand usability of project site.
3. Removed all references to the Outdoor Lighting Code from the Zoning Code, eliminating the potential for conflict.
4. Eliminated the special conditional use processes for charter schools for sites one acre and larger.

5. Lengthened allowable time limits for conditional use permits. This allows the hearing administrator greater authority to extend timeframe for Type I and II conditional use permits.
6. Amended the airport environs overlay to protect Davis-Monthan Air Force Base from incompatible uses that could affect the Base's missions and its economic contribution to the community.
7. Expanded sewer research, review and permitting functions on the first floor of the Public Works Building (PWB). Sewer design review services for development plans, plats and improvement plans are combined on the third floor of the PWB.

ATTACHMENT 4

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Additional Opportunities for Streamlined Permitting and Development Review Processes and Regulatory Relief

Presently Under Active Review, Modification and Future Board of Supervisors Action

1. Comprehensive review of the zoning code to identify and ultimately eliminate barriers to smart growth and sustainability.
2. Updating the zoning code and processes to comply and eliminate conflict with newly adopted state statute (formerly Senate Bill 1598).
3. Develop expanded documentation to clarify interpretations of the zoning code; may also resulted in code amendments to remove ambiguity.
4. Update the residential cluster ordinance to allow greater design flexibility.
5. Expand home occupations to include more service uses, such as physical therapy and hair and cosmetology services.
6. Consolidate the five Boards of Adjustment into one board to promote consistency, streamline processes and reduce timeframes.
7. Comprehensive edit of the administrative chapters of the zoning code to reduce unnecessary steps in processing projects.
8. Develop a Renewable Energy Incentive District (REID) to promote solar development accompanied by zoning code amendments defining standards for small and large scale solar projects.
9. Consolidation of the various building code committees (i.e. building, plumbing, mechanical, etc.) into a single committee to promote consistency and clarity and reduce administrative resources to operate.
10. Expand the allowance for second kitchens in single-family residences to accommodate extended family living arrangements for adult children, aging parents and grandparents.
11. Conducting needs assessment and gap/fit analysis for new enterprise-level land and permits management system to effectively link the permitting agencies throughout the County, resulting in significantly enhanced coordination and service delivery.

New and Expanded Opportunities

1. Promote new business development through Pima County initiated "pre-zoning" of lands, en masse, in areas where the Comprehensive Plan is designated for commercial and light/medium industrial uses; eliminates the cost and uncertainty associated with individually initiated rezoning. Effort would follow the anticipated Fiscal Year 2012/13 Comprehensive Plan Update.
2. Create, through a County initiated rezoning process, more available CI-3 land to allow for the higher intensity, and potentially more noxious but necessary, land uses that

are not otherwise readily available today; would also follow with the upcoming Comprehensive Plan Update to avoid the need for a separate major plan amendment.

3. Update the County Comprehensive Plan with an emphasis on sustainability, including economic sustainability and the regional vision and outcome from Imagine Greater Tucson.
4. Expand the allowable window for submittal of Comprehensive Plan amendments from one time per calendar year (spring) to two times (spring and fall) to reduce project delays when a submittal cycle is missed. Evaluate expansion of the concurrent comprehensive plan amendments/rezoning process to allow use for more projects.
5. Review the sign code to identify items that frequently go to the Board of Adjustment for variance or otherwise do not achieve the stated purpose and intent of the sign regulations or are obstacles to business startup and expansion. This may result in proposed code modifications for discussion with interested parties and/or action.
6. Expand the recently adopted adaptive reuse ordinance, which allows conversion of residential structures to commercial use without a development plan to provide for easier conversion of existing dormant, partially developed or seriously underdeveloped urban parcels.
7. Review Hillside Development Zone (HDZ) ordinance to identify items that are ambiguous or require clarification, which leads to longer plan review times and increased submittals; could result in proposed code modifications for discussion and/or action.
8. Review the recently updated Site Analysis requirements with industry and community stakeholders and staff to identify aspects that could potentially be delayed until subsequent stages of the development process (i.e. development plan, subdivision plat and improvement plan), thereby shifting costs to later in the process.
9. Review the landscape ordinance for opportunities to modify bufferyard widths, plant densities and screen wall heights to promote more sustainable, visually appealing and cost effective buffering. Reductions in these areas could provide enhanced flexibility in site design and layout.
10. Review the Native Plant Preservation Ordinance (NPPO) for opportunities outside the Conservation Land System to modify the required plant mitigation requirements. This could provide enhanced flexibility in site design and layout.

ATTACHMENT 5

Workforce Investment Board

2011 ANNUAL REPORT

Quality Jobs Qualified Workers

PREPARING A 21ST CENTURY PIMA COUNTY WORKFORCE

PIMA COUNTY WORKFORCE INVESTMENT BOARD

QUALITY JOBS • QUALIFIED WORKERS

Preparing a 21st Century Workforce

Message from the Chair

I am pleased to report that your Pima County Workforce Investment Board (WIB) had a successful year.
Each month the WIB focused on a different industry with an informative presentation about the current status and the future outlook for employment in that industry.

In December, the Pima County WIB and Pima County One-Stop Career Center hosted an annual Employer Appreciation Meeting. 2010's event featured a panel of four agencies talking about Strategies for an Aging Workforce.

Through a Request for Proposal (RFP) offered by the One-Stop, a "Financial Survival" workshop was added last winter. We sincerely hope that this workshop will help many unemployed Tucsonans during their transition back to gainful employment.

Once again, the Pima County One-Stop exceeded the Workforce Investment Act fiscal year performance measures and average earnings growth.

This year the WIB is focusing on six industry sectors: Emerging Technologies, Natural and Renewable Resources, Aerospace/Defense, Logistics, Health Science, and Infrastructure. Targeting specific industries or cluster of occupations helps workers improve employment-related skills and addresses the current and future needs of employers.

The Board Members appreciate this opportunity to present to the community the work that was accomplished by both the WIB and the Pima County One-Stop Career Center. We hope you find this report interesting and informative.

Sincerely,

Clayton C. Hamilton, Chair

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PIMA COUNTY WORKFORCE INVESTMENT BOARD

QUALITY JOBS • QUALIFIED WORKERS

Preparing a 21st Century Workforce

The Pima County Workforce Investment Board is authorized by the Department of Labor and appointed by the Pima County Board of Supervisors to provide recommendations on local workforce policy and oversight of the local

One-Stop system that connects eligible job-ready youth, adult and dislocated workers in local growth, high-demand industry occupations. The Pima County One-Stop 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. Assisting people in obtaining jobs in strategic local industries.

2. Supporting employers in finding and hiring qualified employees.

3. Engaging underrepresented labor pools by removing barriers to employment.

WORKFORCE INVESTMENT BOARD LEADERSHIP

Chair
Executive Committee
Clayton Hamilton
Metlife

1st Vice-Chair
Planning Committee
Gregg Johnson
University of Phoenix

2nd Vice-Chair
Performance & Accountability Committee
Noreen Nelson
Retired Aerospace and Defense

3rd Vice-Chair
Board Development Committee
Jonathan Peck
Tucson Urban League

4th Vice-Chair
Youth Council
Vaughn Croft
Office of Pima County Superintendent

Pima County Board of Supervisors:
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District 1 - *Ann Day*
District 3 - *Sharon Bronson*
District 4 - *Ray Carroll*
District 5 - *Richard Elías*

County Administrator
C. H. Huckelberry

Director of Pima County Community Services, Employment & Training
Arthur Eckstrom

WORKFORCE INVESTMENT BOARD MEMBERS 2011

Linda Arzoumanian
Office of Pima County School Superintendent

Hank Atha
Pima County

Jacob Bernal
Tucson Indian Center

Dr. Johnson Bia
Pima Community College

Duane Bock
Consultant Tucson Electric Power

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Southwest Gas Corporation

Nicholas Clement
Flowing Wells Unified School District #8

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Wilette Diggs
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DES – Employment Administration

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Pima Council on Aging

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Peg Harmon
Catholic Community Services of Southern Arizona

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Carld Rosborough
Fred Acosta Job Corps

Paul Roughton
New Horizons Computer Learning Center

Alan Storm
Pima County Joint Technological Education District

Laurie Vance
CAID Industries

Mike Verbout
Int'l Brotherhood of Electrical Workers (IBEW) Local 570

Jo Anne Westerman
M & I Bank

Joshua Wright
Town of Marana

James Zarling
Excel Mechanical, Inc.

Special thanks to the following members who left the board during the year for their service:

Thomas Hinman
Evergreen Maintenance Center

Tere LeBarron
University Physicians Healthcare

Paul Lyons
Audio Eye, Inc.

Liz Russo-Clyde
Southwest Gas Corporation

Jack Scott
Parson Electric Corporation

Paula Stuht
Tucson Metropolitan Chamber of Commerce

Lizet Torres
Tucson Metropolitan Chamber of Commerce

WORKFORCE INVESTMENT BOARD MEETING HIGHLIGHTS

Preparing a 21st Century Workforce

The WIB meets on the second Friday of each month (except July). The purpose of the meetings is to conduct business (i.e. vote on action items), provide One-Stop Services updates, and educate the members and the public on the current status and future outlook of employment in targeted industry sectors and educational issues. The WIB thanks the following people who gave presentations or were part of panel discussions during the fiscal year.

August 2010

Jennifer Pittman-Leeper, executive director, Governor's Council on Workforce Policy

September 2010

Tourism Industry: Felipe Garcia, Metropolitan Tucson Convention & Visitors Bureau

October 2010

Manufacturing Industry
Moderator: Tom Hinman, Evergreen Maintenance Center
Panelists: David Christensen, Ballistic Fabrication; Laurie Vance, CAID Industries
Sherman Jennings, chair, Governor's Council on Workforce Policy

November 2010

Utilities Industry
Moderator: Doug Jones, Sabino Electric Inc.
Panelists: Liz Russo-Clyde, Southwest Gas; Meredith Wilson, Tucson Electric Power; Marsha Regrutto,Trico Electric Cooperative

December 2010

Strategies for an Aging Workforce
Moderator: Roger Forrester, Pima Council on Aging
Panelists: Maria Ramirez-Trillo, AARP Foundation Senior Employment Program; Joel Millman, Arizona Department of Economic Security; Anne Palmer, Raytheon Missile Systems; Meredith Wilson; Tucson Electric Power

January 2011

Healthcare Industry
Moderator: Alan Storm, Pima County Joint Technological Education District
Panelists: Stephanie Healy, Hospital Council of Southern Arizona; Beverly Price, HealthTrio; Judy Clinco, Catalina In-Home Services Inc.
Health Care Reform Bill: Barton Davis, UnitedHealth Group

February 2011

WIB Yearly Strategic Planning Meeting

March 2011

Automobile Repair Industry
Moderator: Jim Zarling, Excel Mechanical Inc.
Panelists: Jeff Rock, Sun Tran; Patrick Lopez, MPG; Don Meeker, Integrity Automotive

April 2011

Apprenticeship and Trades Programs: Mike Verbout and Karen King, International Brotherhood of Electrical Workers

May 2011

Information Systems Security Issues
Moderator: Paul Roughton, New Horizons Computer Learning Center
Panelists: Cristie Street, Nextrio; Lee Wilfert, University of Phoenix; Chris Roma,. UniSource Energy Corp.

June 2011

Adult Education Update: Paul Franckowiak, Arizona Department of Education/Adult Education Services
Pima Community College Future Directions: Chancellor Roy Flores

WHAT ONE-STOP DOES FOR EMPLOYERS, ADULTS, YOUTH

QUALITY JOBS • QUALIFIED WORKERS

Preparing a 21st Century Workforce

What One-Stop Does for Employers

- Connects employers with able and skilled workers to meet staffing needs.
- Develops and seeks funds for training for employers' existing workers and for apprenticeship programs in high-demand occupations.
- Analyzes availability of workers to meet real-time employer demand for companies looking to relocate to Pima County.
- Collaborates with the Arizona Commerce Authority and the local economic development agency – Tucson Regional Economic Opportunities – to provide the latest information on employer incentives and benefits.
- Responds to layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers.

What One-Stop Does for Adult Job Seekers

- Provides workstations with Internet access and email accounts, printers, faxes and phones and office equipment.
- Conducts workshops on career exploration, résumé writing, interviewing skills, and employability skills, including workshops specifically designed for job seekers ages 50 or older.
- Provides access to job listings, local employer directories, labor market information.
- Provides consultations with Workforce Development Specialists to provide job leads and placement assistance.
- Provides information about and referrals to adult education and training opportunities and assistance.

What One-Stop Does for Youth

- GED and alternative education programs.
- Summer and after-school work experience.
- Vocational assessment and career planning.

Pima County One-Stop Career Center

Kino Service Center
2797 E. Ajo Way
Tucson, AZ 85713
Phone: 520-243-6777
Fax: 520-243-6796, 243-6797
Serves dislocated workers – persons who have been laid off

Rio Nuevo Service Center
340 N. Commerce Park Loop, Tortolita Bldg.
Tucson, AZ 85745
Phone: 520-798-0500
Fax: 520-798-0597
Serves unemployed adults and youth

Working together to achieve quality jobs, qualified workers

PIMA COUNTY WORKFORCE INVESTMENT BOARD INDUSTRY SECTORS

Emerging Technologies

This sector focuses on the entrepreneurial spirit that creates businesses and jobs of the future using newly introduced innovative technologies. Corporate research and development, low cost "garage" tinkering, or university technology transfer are examples of this sector.

Natural and Renewable Resources

Often referred to as "green", this sector focuses on the creation of jobs and facilities that will help reduce or eliminate reliance on non-replaceable energy sources. Retooling building and transport systems to reduce or eliminate reliance on imported non-replaceable energy sources such as oil, and growing solar generated power into an exportable energy source are examples of this sector.

Aerospace and Defense

Industries in the Aerospace and Defense sector are numerous in Southern Arizona and they provide an abundant source of jobs and an opportunity for future job creation. The military bases, defense contractors, and supporting manufacturers are examples of this sector.

Logistics

Logistics manages and controls the flow of goods, energy, information and other resources from the source of production to the marketplace. This sector involves the integration of information, transportation, inventory, warehousing, material handling, and packaging. Tucson is a transportation and distribution hub that conveniently connects people and products. Opportunities for jobs and job creation in this sector should increase based on Tucson's unique geography near the border and deep water ports, as well as a strong transportation infrastructure. This sector includes the Tucson International Airport, Port of Tucson, and rail.

Health Science

Health care and the science related to health care are large and vibrant industries that provides a significant number of jobs and job opportunities in Southern Arizona. With a focus on keeping workers and their dependents healthy, examples of this sector include traditional health occupations, state of the art health information systems, and cutting edge biotechnology businesses.

Infrastructure

This is a foundational sector that includes jobs based in providing a safe, clean, and connected community. Examples of this sector include building and maintaining the facilities from which goods are produced, warehoused, and sold; services are delivered from; workers are housed in; and roads over which goods and people move. An important part of this sector includes communication networks and utility/energy infrastructure.

James Van Etten sprays paint on a railing at Perfection Industrial Finishing. With assistance from Pima County One-Stop Career Center, Perfection was able to gain an industry certification that helped the company attract new clients.

AEROSPACE AND DEFENSE

One-Stop helps employer get industry certification

Perfection Industrial Finishing provides metal finishing services throughout the Southwest. The company at Park Avenue and Ajo Way is locally owned and operated. Its customers include military/aerospace companies.

A quality system that encompassed all of Perfection Industrial Finishing's processes and procedures was necessary to attract new high-technology customers locally and nationally. AS9100/ISO9001 represents an international quality standard recognized by both commercial and military/aerospace customers.

Company President Charles Zinke faced a challenge: How could the company improve its competitive edge by attracting new customers that required a demonstrable Quality Management System before issuing contracts for metal finishing services such as Powder Coating, Conventional Painting, Mil Spec Painting, Chem-Film, and Anodizing?

Through Pima County's WIRED Grant program and with the help of Pima County One-Stop's Evelyn Wright, Perfection Industrial Finishing was able to gain certification in AS9100/ISO9001 on Nov. 9, 2010.

Perfection Industrial Finishing's leadership worked with Pima County and Pima Community College to run in-house training on the newly implemented Quality Management System for 30 employees.

This activity was essential for the successful quality certification!

Perfection Industrial Finishing has secured several new high-technology customers as a direct result of AS9100/ISO certification, and the company is on-track to double its sales revenue relative to the previous year.

LOGISTICS

One-Stop brings college-level courses to workplace

When The Offshore Group was looking for fiscally responsible ways to retain and invest in talented employees, its partnership with the Southern Arizona Logistics Education Organization and Pima County One-Stop paid off.

For more than 26 years, The Offshore Group has been a leading provider of innovative logistics services to a wide variety of industries around the world. Headquartered in Tucson, The Offshore Group employs nearly 100 people in Pima County, most of whom carry out activities related to international logistics to support client operations in North America.

Made aware of the opportunity to get a Community-Based Job Training Grant, the company's management agreed to provide the required matching funds and adjust employee work schedules to make the training possible. The staff at One-Stop and Pima Community College were able to roll out a training program with very short timelines. Employees were quick to sign up for college-level courses for credit on site.

The courses included computerized logistics, inventory control, supervision, writing, and warehouse management. Since 2010, 19 classes have been offered; enrollment topped 250.

By December 2011, at least 10 employees are expected to complete their basic and advanced certificates in Logistics and Supply Chain Management from Pima Community College. This educational opportunity has opened doors for many of these employees. Career paths are being developed and promotional opportunities are likely to follow. Employees who once may have felt pigeon-holed now see new opportunities throughout the organization.

This has become a model program throughout the company and demonstrates the success of collaboration with community resources.

Ruben Morales drives a forklift at The Offshore Group. Offshore partnered with Pima County One-Stop Career Center to obtain a Community-Based Job Training Grant to offer employees college-level courses for credit on site.

One-Stop partnership turns techs into nurses

A $25,000 grant enables Carondelet Health Network to help patient care technicians become registered nurses with a win-win educational program in the Catholic nonprofit health-care system that spans Southern Arizona. The City of Tucson Workforce Development grant was implemented in partnership with Goodwill and Pima County One-Stop.

Shannon Mandel speaks to a doctor by phone at St. Joseph's Hospital. Mandel was a former patient care technician who became a registered nurse through a partnership with Pima County One-Stop Career Center.

Carondelet's "PCT to RN" program helps 30 patient care technicians, who are qualified to perform basic laboratory and patient care duties in hospitals, nursing homes and other health-care settings, to become registered nurses in four semesters that are condensed into one calendar year.

The program, which starts each fall, is offered by Pima Community College in a classroom setting on the campus of Carondelet St. Joseph's Hospital on Tucson's east side.

Students are required to work 24 hours per week or 48 hours per pay period throughout the program, and are contracted to work as a nurse within Carondelet for two years following completion of the program.

"We capture the best and brightest of our associates through this program," said Lynda Gallagher, Carondelet's Director of Student Services & Management Development. "It is a terrific opportunity for PCTs who want to grow and evolve in their health-care career."

All costs for tuition and required books are covered through the program, and students are supported with computer lab access, duplicating privileges and mentoring support as needed.

Not only is the program a great opportunity for PCTs to advance, it has additional benefits for the patient safety and quality of care that Carondelet provides at its four hospitals, 20 primary care offices, imaging centers, and other health-care facilities in Southern Arizona, Gallagher said.

"Upon graduating from this program, these novice nurses frequently demonstrate that they are further advanced in providing health care than other novice nurses who have not been in the program," she said. "Their comfort level and camaraderie with experienced and advanced nurses helps them hone their assessment and critical thinking skills, and think through the situations they encounter at a higher level."

Gallagher said Carondelet is very grateful for the funding, and how it enhances the network's ability to recruit and retain top talent.

"Carondelet is committed to giving our associates the opportunity to advance their careers in health care and providing quality care for our patients, and we are delighted that we are able to fulfill this need thanks to the funding," Gallagher said.

Master Technician Daniel Keeton changes the transmission fluid of a vehicle at Integrity Automotive. Pima County One-Stop Career Center helped Keeton obtain the training he needed to repair and service hybrid and biodiesel vehicles.

NATURAL AND RENEWABLE RESOURCES

One-Stop prepares technician for biodiesel, hybrids

The popularity of biodiesel and hybrid cars is driving the need for specialized training for vehicle technicians. Education is key to repairing and servicing these vehicles effectively, efficiently and safely.

Pima County One-Stop has been able to make that education possible, with funds from the State Energy Sector Partnership Grant, for technicians like Daniel Keeton and businesses like Integrity Automotive, an independent auto repair service center in northwest Tucson.

Daniel, an L1 Master Technician at Integrity Automotive, has been working in the automotive field for over 22 years and has expanded his knowledge with many National Institute for Automotive Service Excellence (ASE) certifications.

As dealer warranties expire on these alternative fuel and more computerized cars, independent service centers are seeing more of them.

"Training is the key component to every independent shop," said Don Meeker, owner of Integrity Automotive. "The more your employees are trained and certified the better you are able to give these services to the different types of vehicles.

"Not evey shop is certified or trained in these areas and this is not only dangerous but the vehicle may not be getting the right repairs or service. This is a disservice to the public and your technician."

For example, because of the training he has received, Dan understands the problems that can arise when motorists switch back and forth from regular diesel fuel to biodiesel, especially snowbirds who travel across the county and use both types of diesel fuel. Dan can repair the vehicle and talk to the customer about how to avoid it.

"Thanks to the training provided by Pima County One-Stop, Dan is prepared to work on these vehicles and feels he has a safer environment," Meeker said. "He was able to expand his knowledge to help him increase his salary and be able to keep working in the future. Meanwhile Integrity Automotive is better able to respond to consumer demand as a result of Dan's training."

INFRASTRUCTURE

One-Stop grant keeps goods, people moving

In 2010, Pima County One-Stop facilitated a workforce development partnership that gave six Goodwill employees the opportunity to participate in a Logistics and Supply Chain Management certificate program taught by Pima Community College. Goodwill has extensive shipping and warehousing activity to support its retail centers.

Erinn Walker prices recently donated items at Goodwill. Six Goodwill employees recently participated in a logistics certificate program through a partnership with Pima County One-Stop.

The One-Stop logistics grant made it possible for Goodwill to rapidly advance the skill set of its employees working in transportation, warehousing, salvage and donations. By offering the course at Goodwill, it removed "logistical" and psychological obstacles that would otherwise keep some employees from participating – whether it be taking extra time away from work, taking a chance of returning to the classroom with younger peers, or worrying about an employer's true support

Brandon Hoffman began working with Goodwill as a donation center attendant in December 2008. Brandon's hard work and dependability have earned him promotions to supervisor, assistant manager and in May of 2011 to salvage operations manager. For Brandon, the timing of the Logistics classes was perfect because it gave him the opportunity to apply what he was learning in the classroom directly to salvage operations.

Lisa Sarmiento, an experienced transportation manager for Goodwill, was inspired after earning the Logistics Certificate to continue her education and pursue the Associate Degree in Logistics and Supply Management at Pima Community College. One-Stop made it possible for her to return to school and complete her associate degree.

Norman Childs moves donated items at Goodwill. Logistics training is valuable because Goodwill has extensive shipping and warehousing activities.

"I feel that my years of work experience are coming full circle, like a puzzle being completed. I am now able to put everything together," she said. "In the context of the global economy, understanding logistics and practicing what I learn will position me well for advancing my career."

Pima County One-Stop Career Center can help employers and their employees when a layoff or company closure occurs. One-Stop helps the employer manage the workforce reduction and helps employees find new jobs.

OUTPLACEMENT SERVICES FOR EMPLOYERS

Preparing a 21st Century Workforce

The Pima County One-Stop Career Center can provide Outplacement Services to assist employers and their employees in advance of a layoff or company closure. These services are provided through our Rapid Response team.

The team works with employers and employee representatives to quickly maximize public and private resources to minimize disruptions associated with job loss.

The services can be customized to each layoff and to each company's needs in order to help manage the workforce reduction and transition of employees into new jobs, at no cost to employers or employees. Services can be provided at the employer's site and can accommodate any work schedule.

On-site services may include:

- Management training on conducting a layoff
- Information for employers about tax incentives, training programs and other workforce resources as possible options to reduce or avert layoff
- Setting up a Career Transition Center
- Information for affected employees about reemployment services, including all One-Stop Career Center services; unemployment insurance benefits; and various communities resources
- Registration for the Dislocated Worker Training Program

For more information:

Margie Wright, Rapid Response Coordinator
Pima County One-Stop Career Center
2797 E. Ajo Way
Tucson, AZ 85713
520-243-6762

Pima County's Joel D. Valdez Main Library at 101 N. Stone Ave.

JOB HELP

A Partnership with Pima County Public Library

The Pima County Public Library (PCPL) partners with Pima County One-Stop Career Centers to offer Job Help at Library branches. Job Help includes job and employment-related computer classes and dedicated computer time for job seekers. Job Help takes place in library computer labs and in library meeting spaces outfitted with laptop computers.

Job Help started as a pilot in the summer of 2009 at eight library locations. It is now available at eleven libraries. Library computer instructors provide technology training during Job Help sessions. In addition, job seekers get one-on-one help from computer-savvy youth between the ages of 16 and 23 recruited by Pima County's Community Services Employment and Training's Pledge-A-Job program.

"We help people update their résumés or reformat them to stand out. The other thing that we do is help people actually apply online," says Ellen Hammes, computer instructor and Job Help teacher. "Applications can be very difficult to do online."

Job Help is geared toward improving the computer-related skills necessary to conduct a job search, but the program also introduces other computer classes to introduce such skills as e-mail and social networking.

"What we're finding from the testimonials that we are getting is that library staff serve as a friendly face," said Beth Matthias-Loghry, library services manager. "Libraries are a non-threatening atmosphere. Many of our computer instructors have conducted job searches themselves. They can

empathize with these job-seekers and relate on a personal level in terms of the anxiety many of them feel. The library is a calm place during a very stressful time, and we're here to help people take steps to help themselves."

The Job Help program is serving as a potential program model for a Broadband Technology Opportunities Program project administered through The Arizona Governor's Office of Economic Recovery with the assistance of the Arizona State Library to create Arizona Job Help Centers in libraries across the state. "It's clear that help for those seeking employment continues to be priority for Arizona, and libraries are being considered as venues to expand the reach of related services," Matthias-Loghry said.

For more information about the Job Help program at Pima County Public Library or the Job Help tool kit, email to: *Beth.Matthias-Loghry@pima.gov*

Pima County's Joel D. Valdez Main Library at 101 N. Stone Ave.

JOB HELP PUTS PEOPLE TO WORK

My name is Peter Turner and I am 48 years old! Nine months ago I came into the Quincie Douglas Branch Library on a Job Day. I needed to update my résumé. I was unemployed and working part-time day jobs. I met Duane Wagner, an instructor. I was computer illiterate. I knew how to turn on a computer and use it to make packing slips and look up parts in my previous job. But that was it!

Duane taught me how to get an email and how to save my résumé there so I could access it or change it or send it to someone. I thought that was the greatest thing.

I started taking the computer classes offered by the Library and Oasis. I have taken the MS Word and MS PowerPoint classes. And I'm looking forward to the MS Excel class, too. I took advantage of these courses to increase my knowledge and skills in computers to help make myself more employable!

Recently, I was hired by the homeowners association where I live to be the secretary/treasurer. I am using my new skills to keep the HOA's accounts and I'm being paid to do it. Part time, but it is a start. This statement is being drafted using a word processer and I'm going to send it to Library Manager Elva Smithwhite with my email. Nine months ago I could not have done this.

It has given me great pleasure when another classmate asks me how to do something on the computer and I can help them. I have been given a key to something new that fascinates me and I intend to keep pursuing it.

Thank you Quincie Douglas Library, and Ms. Smithwhite!

Thanks, One-Stop, for paving the way to work

Thank you so much for helping advertise the Arizona State Veterans Home job fair. We had a great turnout.... We interviewed 151 candidates.

***

Thank you for all that you do to keep the Direct Connect job club up and running, always interesting, and really helpful. The speaker each week may not always pertain to the specific positions I am seeking, but I ALWAYS get something out of the meeting. It helps me think about my job search in different and creative ways, and has opened my mind to opportunities and directions that I had not thought about. I appreciate all the time and effort that you put forward for our group.

***

I have been promoted to Crew Leader/Driver and am taking more of a supervisory role. It feels so good to be working again.

I also wanted to let you know that I appreciate all that you have done not only for me, but for the networking group. Without group or your support, I don't think I would have gotten the job I did. The networking group gives people other avenues for job seeking. Just when things were looking down, a job came up for me.

***

Two years ago I was laid off from my position as a drafter. With a tight job market, especially in the engineering industry, I had few options available in terms of employment.

You suggested that I apply for the GIS Graduate Certificate program at the University of Arizona, and collaborated with the university, the county and the state to obtain a grant from the state of Arizona to cover my tuition for the program. Even more, you assisted me in gaining entrance into the DES-approved training program so that I could receive unemployment benefits while attending classes, enabling me to focus solely on my coursework. And you have assisted me throughout the education process, giving encouragement and accountability as to my progress.

Through the GIS certificate program, I have developed the knowledge, skills, and experience to be effectively employable in the geospatial industry. In fact, I have landed a position as a GIS technician for a company in town and am now gainfully employed in a job that I enjoy!

As a result, I am now investing back into the local and state economies. I am looking forward to a satisfying career in this field and am excited as to what the future holds.

***

As a result of your programs and efforts, I have accepted a position at Child & Family Resources. I wanted to thank you for your assistance and the training I received. It had been a long time since I was out looking for employment and how things had changed. By participating in the programs such as résumé writing and employability skills, it gave me the new perspective and tools needed to face this economy and the challenges it presents.

***

I have been searching for a job equivalent to the one I left for the past 18 months. I am a professional with 25+ years in marketing and IT, but no college degree. It has been extremely challenging, to say the least. I was interested in possibly making a career change to the medical field and was uncertain if this would be possible at this stage. While the Pima One Stop staff were helpful, I found that Maxine Acevedo was by far the most responsive to my particular needs. She was insightful and empathetic. She offered encouragement at a time I was beginning to doubt the options available to me.

I met with PCC HITECH Program adviser Kathy Lee yesterday and I am happy to report that I was accepted for the program and will start next Monday. Maxine's assistance in finding a solution will forever be appreciated as I make this transition to medical IT.

FAITH-BASED COMMUNITY INITIATIVES PROGRAM

Preparing a 21st Century Workforce

The Faith-based Community Initiatives program is able to identify and provide partners for federal and state grants that specifically require faith partners. To accomplish this relationship, the Faith-Based Community Initiatives program identifies ways to work collaboratively with the faith community and encourages the faith community to work in concert with the government. The primary focus for this program is employment and training through the One-Stop. However, other County departments have benefitted from the work of the Faith-based Community initiatives program.

The Faith-based Community Initiatives Program has successfully enabled One-Stop to be the recipient of two contracts requiring faith-based partners: Faith/Community Partners Initiative and Youth Employment and Re-entry Network (YEARN). Both were U.S. Department of Labor grants and exceeded contractual specifications. Faith/Community Partners was named by the White House Office of Faith-based and Community Initiatives as one of the 3 top programs in the nation and

David L. Myers, left, director of the Office of Faith-based and Neighborhood Partnerships in the U.S. Department of Homeland Security, presents plaques to Art Eckstrom, director of the Pima County Department of Community Services, Employment and Training, and Linda Leatherman, coordinator of the Pima County Office of Faith-based Community Initiatives, at the Region IX Faithful Readiness Conference in Tucson in September.

was included in the Bush Administration's report to the Obama administration on the success of the national faith initiatives. In addition, the Faith/Community Partners grant staff was invited to make a presentation at the national Workforce Investment Board Conference of 2008 in Washington, D.C., and at the closing conference for the grant in New Orleans. For this grant, 253 homeless, ex-offenders, and other targeted populations were successfully employed for 6 months or longer. This successful worker initiative was also recognized by the Metropolitan Pima Alliance with its Common Ground Award. The outstanding success of this grant also earned Pima County the U.S. Department of Labor's Faith-based Office award of Compassion Champion for May 2008.

The YEARN grant made possible, for the first time, the convening of state, local, federal agencies to identify and to address the legal and institutional barriers affecting incarcerated youth. Many positive relationships developed from this collaboration and established a working relationship with faith-groups to assist youth who re-enter the community, especially those needing education, training, and employment.

In 2010, the Faith-based Community Initiatives program worked with the Pima County Office of Emergency Management to sponsor the first annual First Responders Youth Job Fair. This highlighted careers critical to Emergency Management and gave youth the opportunity to understand First Responder careers. In the initial year 350 youth attended the event. In 2011, 550 youth attended the event. Through this event and others, Pima County is recognized at the national level of Homeland Security as a role model for youth programs. Also in collaboration with Emergency Management, the Faith-based Community Initiatives program hosted the U.S. Department of Homeland Security Faithful Readiness Conference for Region IX. We were honored to have the White House Director of Faith-Based and Neighborhood Initiatives, Joshua DuBois, attend and speak.

Through building communication bridges and encouraging the development of social services within the faith community, Faith-based Community Initiatives aids the development of resources that support workers looking for jobs or staying on the job. These resources include but are not limited to clothing, dental services, virtual access to One-Stop employment information, housing, emergency funds.

Sullivan Jackson Employment Center

A local program that helps homeless become employed

The Sullivan Jackson Employment Center, 400 E. 26th St., opened its doors in 1986 to respond to the employment and training needs of homeless men and women seeking to enter the workforce. Primarily supported by the U.S. Department of Housing and Urban Development funding, the center has been a pioneer in developing effective approaches to assist homeless individuals and families seeking to become self-sufficient.

The Sullivan Jackson Employment Center believes that clients must be job ready – have all of their basic needs met – before they can focus on career choices and learn the techniques that will result in employment. In this regard, the center is unlike other employment and training programs. Clients are enrolled in an Integrated Individual Service Strategy program that results in a Case Plan and an Employability Development Plan.

Program Goals:

- To increase the skill/income levels of homeless participants seeking job opportunities.
- To provide vocational job training opportunities to homeless participants, especially youth and veterans.
- To work within the Continuum of Care to provide transitional opportunities to working men, women, families, and youth.
- To provide post-placement supportive services or aftercare to enhance job retention and career advancement.

Gulf War vet gets job, home with One-Stop's help

After leaving the Navy, Gulf War veteran Brandon Alexander struggled to make ends meet and became homeless. But with assistance from a Labor Department grant and the Sullivan Jackson Employment Center, he found a good job in the aviation industry. Alexander received tuition aid and took aviation classes at a local community college to build on his military experience working on an aircraft carrier. He graduated with high marks and passed required oral and written exams from the Federal Aviation Administration. Today, Alexander works as a mechanic for a regional airline and has his own home. "I wanted to get a better job and a better life, and the training gave me the skills I needed," he said.

Thank You One-Stop Career Center Partners and Subcontractors

Altar Valley School District

Alvernon Optical

Arizona Commerce Authority

Arizona Department of Economic Security:

Catholic Community Services:

Cochise Private Industry Council

DK Advocates, Inc.

Empower Labor Market Services

Fred Acosta Job Corps Center

Goodwill Industries of Southern Arizona, Inc.

Governor's Council on Workforce Policy

Grainger

Jeri's Uniforms

Literacy Volunteers of Tucson

Pima Community College

Pima County Housing Center

Pima Uniforms

Portable, Practical Education Preparation (PPEP)

RISE Equipment Recycling Center

Santa Cruz County One-Stop

SER Jobs for Progress of Southern Arizona

Southwest Fair Housing Council

State Energy Sector Partnership

Tucson Urban League, Inc.

Tucson Youth Development, Inc.

United States Department of Labor

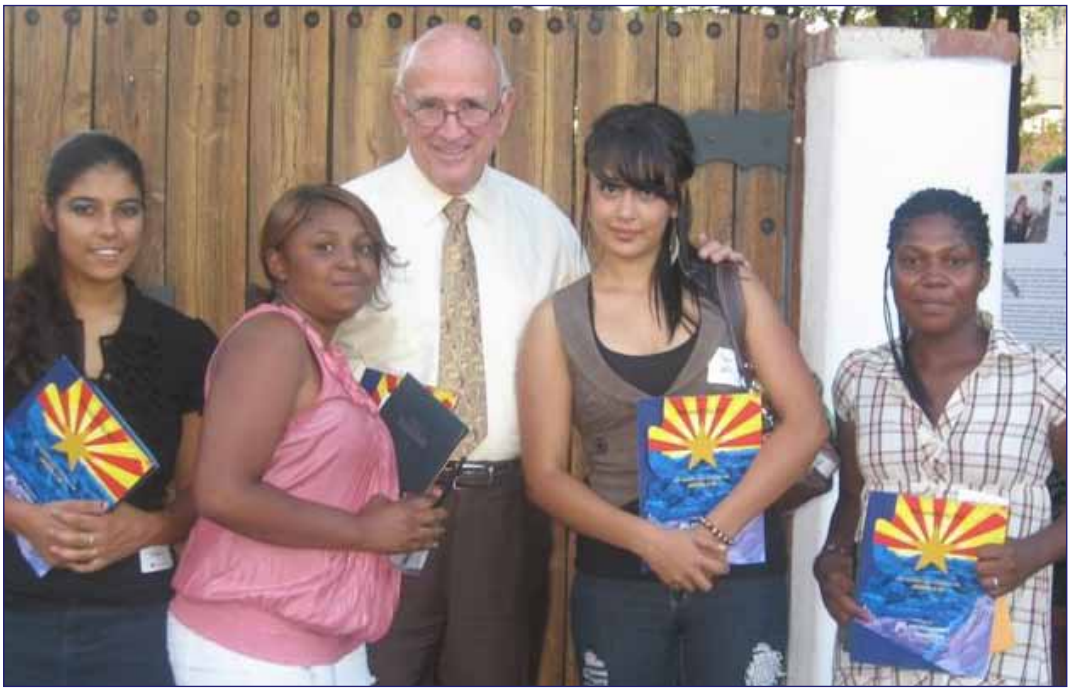
Yuma Private Industry Council

One-Stop Youth Services

Summer and after-school work experience
Vocational assessment and career planning
Training and internships

Pima Vocational High School

Pima Vocational High School is a School-to-Work Charter School with a focus on youth 16 to 21 years old who are looking for an alternative opportunity to succeed in obtaining a secondary education along with vocational training. Students at PVHS get the opportunity to have work experience through the vocational training course. This vocational program prepares students for their future and helps them understand what skills different jobs require.



PVHS seniors receiving certificates from Mayor Walkup for persevering to full high school graduation despite being homeless. The students in the photo with Mayor Walkup are from left to right: Meghan Woolner, Ranisha Dancer, Mayra Castillo, LaCamisha Mister-Moore

Las Artes Arts & Education Center

Las Artes offers a unique learning environment for youth ages 17-21. Structured classroom study combined with community art projects allow students to prepare for general education development (GED) testing and build employability skills. Las Artes graduates make a positive transition into the workplace or higher education, and have greater opportunities for sustainable employment and education with marketable job skills.

Students at Las Artes Arts & Education Center build employability skills through their work on community art projects while they prepare for GED testing.

"I gained a lot of skills for my future jobs," Diana Guerrero said about her summer internship at Road Machinery, LLC. "I will be able to list this as valuable work experience on my resume and applications for future jobs."

SUMMER YOUTH EMPLOYMENT PROGRAM

Students get experience; employers get free help

Each year, the Summer Youth Employment Program places approximately 1,000-1,500 youth ages 14-21 in jobs with local employers. The program receives requests for youth interns from participating employers and then matches youth applicants with the available jobs and internships. The program pays youth workers minimum wage for hours worked. Businesses can also participate by hiring youth and paying their wages for at least five weeks, or by supplementing the minimum wage.

Todd Updyke, a manager with Road Machinery, LLC - a company that sells, rents and services heavy equipment for use in construction, mining, forestry, milling and other industries, submitted a simple application explaining the company's temporary office support needs, its summer internship opportunity, and a few of the preferred characteristics of a successful Road Machinery intern.

High school senior Diana Guerrero fit the bill!

The internship benefited Guerrero and the company. "I gained a lot of skills for my future jobs," Guerrero said. "I will be able to list this as valuable work experience on my resume and applications for future jobs. I learned real world work ethics that will also be helpful in my future job search."

Updyke was pleased with Guerrero's performance.

"Diana is a hard and diligent worker whose work ethic surpassed my expectations," Updyke said. "Diana was very respectful to all she came into contact with and is exactly the kind of person any employer would be grateful to have on their team."

High school senior Diana Guerrero worked as a summer intern at Road Machinery, LLC through Pima County One-Stop's Youth Services.

LAS ARTES ARTS & EDUCATION CENTER

Perseverance, GED open doors to health-care career

Isaac Tirado had given up on high school before he attended Las Artes.

After Isaac Tirado got his GED through Las Artes, Pima County One-Stop helped him attend Tucson College to become a phlebotomist technician.

Life threw many obstacles in the way of Isaac Tirado's education but, with the help of Las Artes, he persevered and is on his way to a health-care career.

During Isaac's freshman year of high school, his father was diagnosed with Hepatitis B. Isaac felt as though his world was falling apart. He started missing school and, even when he went, never turned in homework. He attended Sunnyside High School, Pueblo High School and Tucson Urban League Academy. When Isaac was 15 and attending Tucson Urban League Academy, his father lost his battle to Hepatitis B.

After his father's death, Isaac felt very angry and resentful. He didn't think going to school was worthwhile and he dropped out of Tucson Urban League Academy. His mother never gave up on him and enrolled him at PPEP Tech, but he didn't follow through with it.

When he came to Las Artes, he never expected to stick with it and earn his GED. He found out that his girlfriend was pregnant and believed that he needed to drop out and look for work. The faculty and staff at Las Artes kept him focused. He said that he never felt judged and was constantly reminded that he was deserving of a GED diploma. Even more, he knew he needed a GED to get a job.

One week after he received his GED diploma, his daughter, Madianna, was born. He looked for work, but couldn't even find a job at a fast food place. He remembered that Las Artes was willing to help with funding to get into training. He researched different career opportunities and decided to attend Tucson College to become a phlebotomist technician. He said that seeing what his father went through and all the help he received was the main reason he went into the medical field.

With financial assistance from Workforce Investment Act, he was able to enroll at Tucson College. He maintained a 4.0 GPA and graduated in October, around the time that his daughter turned 1.

Isaac said that he has been studying the stages of grief in class and that he realized he has gone through the stages and is getting to the final stage of acceptance.

He wants to give his daughter what he didn't have. Because he knows what it is like not to have a father, he said, he wants to always be there for her.

Isaac hopes to find employment at one of the hospitals' trauma units or work in a laboratory.

Thank You for Supporting One-Stop Career Center

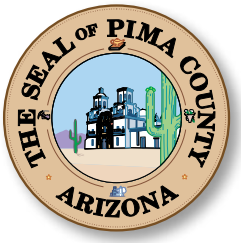
A Cut Above
A Lasting Touch
A&M Personnel Service LTD
Abram Edwards and York
Abrams Airborne Mfg.
Accelerated Learning Laboratories
Access Wisdom Home Care
Acclivity Health Care
Accurate Products
ACE Healthcare
ACE Parking Management
ACT Media
Act Now RN
Action Equipment & Scaffold
Adair Solar Plumbing
Adams Automotive
Adecco Intl.
ADP
AdvisaCare
Aerotek Commercial Staffing
Aerotek Scientific LLC
AFNI
AGM Container Controls
Agro Land & Cattle Company
Air National Guard
Air System Components Inc.
Aire Filters Products
Airtronics Corporation
Aker Solutions
Al Sal Paving Inc.
Alaskan Home Services
Albertsons Food Store
Ali Baba Restaurant
Allstate Imaging
Alpha Group Administration
Alternatives in Home Care
Aluglas LLC
Amber Lights
Ambient Air Heating & Cooling
American Ice Company
American Red Cross
AmeriCorps
Amerigas Propane Inc.
Ammex Rebar Placers Inc.
Amphi School District
Amy's Beauty Salon and Barber Shop
Anne Arundel Public Schools
AOL Inc.
APAC Customer Services Inc.
Apex Systems Inc.
AquaPure Hydration
Arcadia Healthcare
Archo Ventures
ARCO AM-PM
ARISE Inc.
AristoCare Home Health
Arizona Aero-Tech
Arizona Baptist Children's Services
Arizona Block LLC
Arizona Car Care
Arizona Child Protective Services
Arizona Community Physicians
Arizona Consumer Direct
Arizona Department of Correction
Arizona Department of Labor
Arizona Department of Revenue
Arizona Department of Transportation
Arizona Labor Force
Arizona Mail Order
Arizona Mentor
Arizona Oncology
Arizona PRN
Arizona School for the Deaf
Arizona Shuttle
Art For ALL
ASARCO LLC
Ascent Aviation
Ashton Company
Associated Dental
Association of Universities for Research in Astronomy Inc.
ATD AZ
Audiotel Leasing Inc.
Aufmuth Motors
Austins Restaurant
Automotive Specialists
Avnet Logistics
AZCA Drilling and Pump
B.J. Drilling Company
B/E Aerospace Inc.
Ballistic Fabrication
Bank of America
Barlows Distribution & Storage
Barrick Gold of North America
Baskin Robbins
Bath and Bed Works
Bayada Nursing Inc.
BBVA Compass Bank
Beacon group
Bees Barber Shop
Bell Helicopter Textron Inc.
Bergelectric Corp
Best Western
Beyond Bread
Bills Pump Services
Birdman Air Enterprises
BJ's Restaurant and Brewery
Black & Veatch
Blake Foundation
Blue Bell Creameries
BMW of Tucson
Bobs Barbershop
Bogies Barber Shop
Border Patrol
Border Traffic Safety
Borst Auto
Boston Market
BRAKEMAX
Bread and Butter Cafe
British Car Service
Brush Ceramics
Bryan A Stirrat & Associates
Bucks Automotive
Bull Family Dentistry
Burger King
Burlington Coat Factory
Burton Lippman Law Group P.C.
Busy D Pumping Inc.
BW Plumbing
By Your Side Senior Care
Cactus Research
Cadden Community Management
CAID Industries
Cal Portland Cement
Canyon Crest Assistant Living
Canyon Ranch
Capitol Guard & Patrol
Career Connections Inc.
Carlson Ear Nose and Throat
Carondelet
Carrington College
Casa Colina Group
Casa De La Hospice
Casa De Los Ninos
Casa De Paz Adult Care
Casino Del Sol
Catalina Foothills School District
Catalina In-Home Services
Catalina Landscaping
Catalina Transportation Service
Catholic Community Services
Central AZ Correctional Facility
Certified Energy Consultants
Charming Shoppes
Checker Auto Inc.
Cherry's Assisted Living Home
Chez Josef Hair Salon
Chief Power Chair LLC
Child Parent Center - Head Start
Christian Companion Senior Care
Churchs Chicken
Circle K
Cirrus Logic
Citi Group
City of Tucson
Civic Center Honda
CJ Care
Clarion Hotels
Clay Mine Adobe Inc.
CleanRight Building Maintenance
Clips Barber Shop
CLP Resources, Inc.
Club Demonstration Service Inc.
COBROS
Coca Cola Bottling Company
CODAC Behavioral Health
Comcast Cable
Comfort Keepers
Command Center Inc.
Commercial Building Maintenance Company LLC
Commonwealth Electric
Community Extension Programs Inc.
Community Food Bank
Compass Health Care Inc.
Compass One LLC
Complete Landscaping
Computer Task Group
Concentra Medical Center
CONMED Healthcare Management
Connelly Billiards
Consumer Direct Personal Care
Conti Electric Inc.
Convergys

Conway Tile Company
COPE
Core Mark Distributor
Corporate Job Bank
Corpuz Holdings LLC
Cortaro Smiles
Cost Cutters
Country Financial
Covenant Security Services LLC
Covenant Transport Inc.
Coventry Health Care
Cox Communications
Cox Electric
Cozzetti Construction
CR England Trucking Company
Creative Networks
Cross Country
Crothall Health Care Inc.
CRST Trucking
CSL Plasma
Custom Roofing
Cutting Edge Fabrication
CVS
Cybernetic Research Labs Inc.
Cyracom International
D & H Air Conditioning & Heating
Dairy Queen
Danville Services
Davis Monthan Air Force Base
Davita Dialysis
Days Excavating Inc.
Dearman Systems
Del Rio
Dell Inc.
Dental Village
Dentistry on First
Dependable Nurses
Desert Life Rehabilitation and Care Center
Desert Metals
Desert Road Builders
Desert Sports and Fitness Central Inc.
Desert Toyota
Desert View Lath & Plaster
Destech Corporation
Devereux Day School & Clinic
Devon Gables Health Care Center
DHR Operations LLC
Diamond Shamrock Refinery
Digby South West
Diggins & Sons Power Sweeping
Dillards
Discount Tire Company Inc.
DK Advocates Inc.
Dobbs Honda
Dollar General
Dollar Tree
Dominos
Doubletree Hotels
Douglas Auto
Downtown Tucson Partnership
DP Electric Inc.
Dr. Martha L Duchon DDS
Dr. Paul Delome, DMD
Dr. Raymond Bakotic
Dr. Sylvain Sidi
Dr. William Magill
Dun & Bradstreet Inc.
Dunn Edwards Paints
E and G Industries
Eagle Transportation
Eegees
El Charro Cafe
El Coqui Perto Rican Restaurant Inc.
El Dorado Audiology
El Dorado Personnel
El Rio Health Center Inc.
El Super
Elder Care Research and Adult Consultant
Elements Boutique
Elliot Dental
ELM Locating & Utility Services
EMMCO
Employer Solutions Group
Employment Hotline
Encompass
Encore Senior Living LLC
Energy Concepts
Energy Source Electric
Environmental Development Group
Environmental Earthscapes
EOS Technologies Inc.
ESPIRIT LTD.
Eurofresh Inc.
Evergreen Maintenance Center
Excel Mechanical, Inc.
Excel Print Communications
Excutemps
F&S Auto Carrier
Factory Two U
Falcons Work Auto
Family Auto Body
Family Dollar Store
Family to Family Maintenance
Famous Footwear
Fast Foto
Faulk Electric Corporation
FedEx
Ferguson Enterprises and Company
Fiesta Lanes
Fine Line Barber Shop
Firm of Dennis M. Breen III PLC
Flabios Trucking
Flowing Wells Unified School District
Fluoresco Lighting & Signs
FMR Associates
Focus HR Inc.
Food City
Fred Acosta Job Corps
Freedom Inn
Freeport McMoRan Copper & Gold Inc.
Fresenius Medical Care
Fresh Cutz Barber Shop
Friendship Villas at La Cholla
Furrs Cafeteria
G & A Mechanic Svc
G A Refrigeration
G.C. Services
Gadabout Salon & Spas
Gallo Auto
Geico
General Electric
General Mills
General Nutrition Corporation
Genova Clinical Research
Gerhart Lawrence M DDS
Gila Regional Med Center
Gilbert Electric, Inc.
Glacier Water Services
Golden Corral
Gold's Gym
Gonzo Enterprises Inc.
Goodwill Industries
Granite Construction Company
Greenbrier Rail Services
GRG Construction Company Inc.
Groundskeeper
Guiseppe's
Gunsight Construction
GW Plastics
Hampton Inn
Handlers
Handmaker Nursing Homes
Hanger Prosthetics and Orthotics
Hannay Assert Management
Harkins Theatres
Hastings and Hastings PC
Headliner Barbers
Health Care Services
Healthsouth Rehabilitation Hospital
HealthTrio, LLC
Heartfelt Workforce
Hi End Tight Barbershop and Supply
Hi Tech Machining
Hickey Auto
Hiller and Sons Painting LLC
HJ3 Composite Technologies, LLC
Holiday Inn Express
Holiday Palms Mobile Home Park
Home Depot
Home Plate Sports Pub
Home Watch Caregivers
Homecare Givers
Homes Tuttle Ford
Homestead
Horizon Moving and Storage
Hortensia M Taylor MD
Hubrich Dental
Human Resource Staffing
Humphreys Barbershop
IHop
Import Service Center
Impressive Labels Inc.
In N Out
Industrial Tool Die & Engineering Inc.
Inerlinx Inc.
Information Technology Consulting for Small Business
Inglis Florist
Inn Suites
Integrity Automotive
Interlnx
Intermountain Staffing
International Wildlife Museum
Intouch Home Care Services
Intuit
IOTA
Iqor
J & R Pet Products
J C Penny
J Two Laboratories
Jack Furriers
Jack in the Box
Jackson Hewitt Tax Service

JAMBL
Jason's Deli
Jay Bees Automotive
Jazz Cafe
JC Construction Inc.
JC Lath Plaster
Jean C. Schwabe
Jen Electric
Jerry Bobs
Jessani Parvez MD
JGV Trucking Inc.
Jim Click Mazda
Jimmy's Broadway Automotive
Job Aire Group
John Q. Hammons Hotels Management, LLC.
JP Industries Janitorial Company
JRI Installations
K Brudi LLC
Kalil Bottling Company
KBR Inc.
Kelley Clarke LLC
Kelly Electric Company Inc.
Kelly Services
Kentucky Fried Chicken
Kids Forever Learning Center
Kids Village Preschool
Kiewit Western Company
Kindred Hospital
Kingdom Kutz
Kmart
Kool Smiles
KREB
Kuhana Associates
La Canada Care Center
La Cocina Restaurant
La Colina Healthcare
La Frontera
La Paloma Academy
La Paloma Family Services
La Posada at Park Centre
La Rosa Santa Catalina
LA Tires
Laboratory Sciences Arizona
Lasertal Inc.
Lavender Restaurant GV LLC.
Law Offices of Harriette P. Levitt
Learning A-Z
Leigh Pattalochi Inc.
Liberty Drywall
Life Care Center of Tucson
Lindel Engineering
Little Caesars Pizza
Lodge of the Desert
Long John Silvers
Los Amigos Meat Market
Lourdes Industries
Lowes Home Improvement
Lumea Staffing
Lutheran Social Services
M & I Bank
M3 Engineering
Macys
Madera Dental Care
Major Electric Inc.
Manpower
Marana Health Center
Marana Unified School District
Marisols Trucking
Marriott Starr Pass
Marshalls
Martha Miller MD
Martin Insurance Consultants
Master Companies
Mattress Firm Inc.
Maville Painting
Maxim Health Care
Maynards Market
McCandless Idealease of Arizona
McDonalds
MedAmerica Billing Services
Mega Trend Inc.
Me-Hair Skin and Body Rejuvenation
Mendel's Wife the Tailor
Merles Automotive Supply
MetLife
Metro Restaurants
Metrocare Services Inc.
MGA
Michaels Stores
Midtown Liquors
Milex Auto
Millie's West Pancake Haus
Mirage Plastering
Miraval Resort
Miss Green World
MJB Tile & Carpet
Mollen Immunization Clinic
Money's Barber Shop
Motel 6
Mountain View Care Center
Mountain View Retirement Village
Mountain View Tours
MPG Automotive
Mr. Electric
MRI Manufacturing & Research Inc.
MRN Ltd.
Mt Lemmon Fire Department
MultiCare Good Samaritan Hospital
MV Transportation
My House Senior Living
Nail Go Go
Natural Life Chiropractic
NCDR LLC
Nesco Service Company
New Hope Behavior Health Center
New Hope Machine Sites
New Horizons Computer Learning Center
New Style Beauty Salon
Nicolosi & Fitch
Nordstrom Group
Norma's Cakery
Northern Pipeline
Northrop Grumman
Northstar Management Consulting
Northwest Medical Center
Nurse Finders
O'Charleys
Oasis Outsources Inc.
Octopus Car Wash
Odyssey Health Care Inc.
Offshore International
Old Navy
Old Pueblo Medical Billing Inc.
Olive Garden
Omni Hotels
Omni National Park
Outback Steakhouse
Outcomes Research International
Pacific Pulmonary Services
Palmer Moving and Storage
Panda Express
Papaya Clothing
Paramount Building Solutions
Park Avenue Health Rehabilitation
Parker Automotive
Parker Consulting
Partner in Action Inc.
Pascua Yaqui
Paul Davis Restoration
Peaceful Spirits Therapeutic Massage Center
Pediatric Pulmonary Associates
Pelstar Inc.
PepsiCo
Perfection Industrial Finishing
Perry Design & Manufacturing Inc.
Peter Piper Pizza
PetSmart
Phocos Inc.
Phoebe Putney Memorial Hospital
Pima Community College
Pima Health Systems
Pima Prevention Partnership
Pinnacle Light Industrial
Pizza Hut
PNS Stores Inc.
Posada del Sol Healthcare Center
Power & Physique Systems
Precision Professional Training
Precision Shooting and Equipment
Prestige
Primavera Foundation Inc.
Prime Inc.
Productive Data Solutions Inc.
Professional Practice Strategies
Professional Search Associates
Proto Tech
Providence Service Corporation
Pueblo Dental Center
Pueblo Springs Rehabilitation Center
Pulice Construction Inc.
Pure Aesthetics
QOL Meds
Qualified Electric
Qualified Mechanical
Quality Inn
Quality Pottery Etc. Inc.
Quince Holdings LLC
R & J Renovations
R.E. Darling Company Inc.
Radiology Tech
Rainbow
Randstad
Raytheon Missile Systems
Real Estate Direct Inc.
Receivable Management Services
Red Lobster
Redbox Automated Retail
REEis AZ Inc.
Reflections
Regency Medical Equipment
Regier Carr & Monroe
Remedy Intelligent Staffing

ResCare Home Care
Resource MFG
Reynolds Logistics Corporation
Rincon Valley Fire District
Robson Communities Inc.
Rodolfo M Revilla MD PA
Ron Ryan Law Office
Ross
Royal Automotive Group
Royal Speedway Inc.
Rubs Massage Studio
Ruiz Masonry & Building Supplies Inc.
Sabino Canyon Rehabilitation
Sabino Canyon Tours
Sabino Dental
Sabino Electric, Inc.
Saddlebrooke Development
Safeway
Saguaro Trucking Inc.
Sahuaro High School
Salpointe Catholic High School
Salvation Army
Sam Hughes Championship Dining
San Xavier District
Santa Catalina Villas
Santa Rita Care Center
Santa Rita Steel
Santa Rosa Care Center
Sargent Controls
SAUCE
Schuck & Sons Construction Company
Schwans Home Service Inc.
Scott Fricks Automotive
Sears, Roebuck and Company
Securitas Security Services
Select Development and Construction
Self-Management System Corporation
Sen Group
Sharon E. Lister DDS
Sharp Industries
Shepherd Painting LLC
Shooters Steakhouse
Sierra Tucson
Sigma Technologies
Sign Line Barber
Signature Machine Inc.
Sinclair Systems International
Smiley's Electrical Contracting
Solon America
Son Sol Development
Sonic Drive-In
Sonora Science Academy
Soreo In Home Service LLC
SOS Staffing
Soulistic Hospice
Southern Arizona Endodontic
Southern Arizona Orthopedic
Southern Wine and Spirits
Southwest Commodities
Southwest Concrete
Southwest Gas Corporation
Southwest Hazard Control Inc.
Speedway Outlet
Sperry Rail Inc.
Sports Buzz
St. Joseph's Hospital
St. Luke's Baptist Hospital
Staffing Solutions
Stafflogix Corporation
Stark Electric Company
Stevens Transport Inc.
Stonefair Management
Straight Line Utilities
Subway Restaurants
Sun Mechanical Contracting
Sun Tran
Sun Valley Masonry
Sundance Press
Sunflower Market
Sunnyside Unified School District
Sunnyside Up Cafe
Sunrise Asphalt
Sunrise Senior Living
Sutus Inc.
Swift Transportation
Sybrant Construction LLC
Synergy HomeCare
T S Plumbing
Taco Bell
Tahl Inc.
Target Stores
TCIM Services Inc.
Telcom Construction
Temenos Healing Arts
Tempe Center for Habilitation
Teramar Staffing
Texas Instruments
Texas Road House Management
The Children's Place Retail Store Inc.
The Computer Merchant Ltd
The Forum
The Fountains
The Nautical Beachfront Resort
TNT Messenger Services
Tres Amigos
TRICO Electric Cooperative
Trident Saloon Inc.
TriNet
Tri-Starr Management Services Inc.
Tucson Airport Authority
Tucson Assembly Solutions LLC
Tucson Container Corporation
Tucson Federal Credit Union
Tucson Greyhound Park
Tucson Hispanic Chamber of Commerce
Tucson Iron and Metal
Tucson Jewish Community Center
Tucson Medical Center
Tucson Metropolitan Chamber of Commerce
Tucson Orthopedic Institute
Tucson Park and Sell
Tucson Preparatory School
Tucson Regional Economic Opportunities, Inc.
Tucson Residence Foundation
Tucson Southern Arizona Black Chamber of Commerce
Tucson Subaru
Tucson Unified School District
Tucson Urban League
Tucson Waldorf Education
Tucson Youth Development, Inc.
Tungland Corporation
Twenty First Sentry Security
Tyler Engle Architects
U.S. Army
Ultralights Architectural Lighting Inc.
United Cerebral Palsy Association
United Physicians Hospital
United States Postal Services
United Way of Tucson
Universal Avionics Systems Corporation
University Medical Center
University of Arizona
University of Phoenix
University Physicians Healthcare
UPS
US Airways
VA Medical Center
Vail School District
Valley Protective Service
Val-Mid Associates LLC
Vasquez Floors Inc.
Vaughn Health Services Inc.
Ventana Medical Systems
Verizon Wireless
Via Elegante Luxury Assisted
Victors Upholstery
Villa Campana
Villa De Amistad LLC.
Village Inn
Villas at LA Canada
Visiting Angels
Vitello's, Italian Restaurant
Voda Spa
W.J. Byrnes
Walgreens
Walmart
Wash Depot
Watkins and Shepard
Wells Fargo N.A.
Wendy's
Werner Enterprises Trucking
West Med
West Press
Western Dental Arizona
Western Express Inc.
Western Neurosurgery LTD
Western Refining Southwest Inc.
Western Truck Driving School
Westward Look
Wet Seal
Wheel Equipment Inc.
Whole Foods
William Martin DDS LTD
Wilson Electric Service Corporation
YMCA
Zizette Nail Spa

If your company's name is missing or listed incorrectly, we apologize. Please contact Risé Hart at 520-243-6766 or at Rise.Hart@pima.gov.



For more information about the Pima County Workforce Investment Board, including how to join, contact Risé Hart at 520-243-6766 or at Rise.Hart@pima.gov

Pima County Adult Literacy

Pima County Data

From the 2010 Census

Wages of workers 25 and over

Highest Education	Annual	Hourly
Less than HS	$16,881	$8.12
High School/GED	$23,479	$11.29
Some College	$28,976	$13.93
Bachelor's Deg	$41,748	$20.07
Grad or Prfsnl Deg	$51,460	$25.27

Unemployment rates by education for Ages 25-64

Highest Education	Unemp Rate
Dropout	17.4%
High School deg/GED	12.6%
Some College	10.4%
Bachelor's and higher	4%

The unemployed: Ages 25-64

Education Level	Unemp	Emp
Dropout	6,367	30,209
High School/GED	9,778	67,233
Some College	14,182	122,115
Bachelor's and higher	4,849	115,397

Education by Age

Age	Highest Education		
	< HS	HS Deg/higher	BS and Higher
25-34	12.6%	87.4%	26.6%
35-44	13.9%	86.1%	28.1%
45-64	11.3%	88.7%	31.6%

Workforce participation by education Ages 25-64

Education	% In the Labor force
< High School	60%
High School Deg/GED	70%
Some College	76%
Bachelor's and above	82%

One-Stop Job Seekers Ages 18-55

Test of Adult Education Result	%
<5th grade	13%
5th grade to 9th grade	32%

Test results from 2,964 job seekers between July 2010 and October, 2011.

One-Stop Job Seekers Ages 18-55

51% scored below the 9th grade in Math

ATTACHMENT 6

BUSINESS RESOURCES ONE STOP CENTER
DRAFT CONCEPT OUTLINE

BUSINESS CLEARINGHOUSE FOR SERVICES AND RESOURCES, SUCH AS:

- Access to financing
  - ✓ Start-up/expansion capital
  - ✓ Innovation grants
  - ✓ Short-term loans
  - ✓ Micro-lending programs
- Workforce recruiting, training and re-training partnerships
  - ✓ Applicant pool of 20,000 Job Seekers
  - ✓ Tax Credits
  - ✓ Grants for existing worker training
  - ✓ Worker literacy/remedial education
  - ✓ On-line or customized candidate searching)
- Assistance with permits, zoning, and regulatory compliance
- Assistance with marketing and infrastructure
- Business consulting, mentoring, and education

WHAT IS THE BUSINESS RESOURCES ONE STOP?

- Facility that co-locates organizations with related missions
- Staff assigned to inter-agency team with centralized accountabilities for service delivery
- Service coordination supported by managed information tracking and sharing
- Team combines varied expertise – no one organization can be all things to all people
- Enhanced customer service: richer service menu, streamlined access, fewer resource "silos"
- Strengthened institutions: leveraged resources, mutually reinforcing effort, better outcomes, greater impact

PIMA COUNTY ONE STOP CAREER CENTER – A MODEL TO BUILD ON

- Pima County established a consolidated City-County employment and training program in 1983
- Engaged DES agencies and community-based organizations in coordinated response to mass layoffs
- Prototype One Stop Career Center established in 1993
- Created satellite "one-stop" programs for homeless job seekers, veterans, faith-based organizations, youth
- One Stop model became mandated delivery system for federal Workforce Investment programs in 2000
- Statewide system streamlines access to more than 300 occupational training programs based on common criteria and customer choice
- On-line labor exchange matches job orders with qualified candidates
- Participating agencies contribute resources from more than 20 funding streams
- One Stop facilities are accessed by tens of thousands of job seekers and hundreds of local employers each year
- Regional initiatives strengthen linkages with labor markets in Sierra Vista, Nogales and Yuma

WHAT IS THE TARGET AUDIENCE FOR THE BUSINESS RESOURCES ONE STOP?

- Small, locally-owned businesses of fewer than 50 employees
- Any other businesses may receive basic services
- Businesses must be locally licensed

WHAT PARTNERS SHOULD BE INCLUDED IN THE BUSINESS RESOURCES ONE STOP?

- Pima County Community Services, Employment and Training*
- Tucson Regional Economic Opportunities*
- Pima County Development Services*
- Pima County Health Department*
- Pima County Public Library*
- Pima County Procurement Department*
- Chambers of Commerce
- Microbusiness Advancement Center/Small Business Development Center/Women's Business Center
- UATechPark/Center for Innovation
- SCORE
- Business Development Finance Corporation
- Industrial Development Authority
- Arizona Multibank
- City of Tucson
- Industry groups/trade associations

WHAT OTHER AGENCIES SHOULD BE INVITED TO PARTICIPATE?

- U.S. Department of Labor/Wage and Hour
- U.S. Internal Revenue Service
- Arizona Attorney General
- Better Business Bureau
- Arizona Commerce Authority

HOW WILL PARTNERS BENEFIT?

- Greater responsiveness to customers
- Access to coordinated problem-solving tools and information
- Improved performance and results
- Leveraged resources
- Public recognition of providing expedited services

WHAT COMMITMENTS SHOULD BE EXPECTED FROM PARTNERS?

- Assign a staff person to the Business Resources One Stop
- Clearly lay out service objectives, offerings, schedule, etc.
- Track Business Resources One Stop customers – services provided, results achieved – and report regularly
- Participate in weekly staff meetings and quarterly leadership meetings
- Display Business Resources One Stop membership/certification signage

WHAT COULD A BUSINESS RESOURCES ONE STOP FACILITY LOOK LIKE?

- Approximately 14,000 square feet.
- Large resource area with computers for online resources; workspace for non-computerized activities, and a library of printed information.
- Small conference rooms for consultations with businesses and one larger conference room, all with teleconferencing capability.
- Offices or cubicles for staff from partner agencies
- Classrooms for workshops with a removable wall in order to hold large groups.

HOW COULD A VIRTUAL BUSINESS RESOURCES ONE STOP WORK?

- Regular meetings, partner reports and training sessions
- Branding and signage designating membership/certification
- Web site offering information, contacts, e-mail inquiries and live chat consultations
- Secure tracking system to document and report services
- Hotline phone system: call center or designated operators at different sites