

## Innovative Workforce Solutions

### PINAL COUNTY LOCAL WORKFORCE DEVELOPMENT BOARD

Strategic Planning Session  
Central Arizona Corporate Center  
540 N. Camino Mercado  
Casa Grande, AZ  
April 21, 2016

### MINUTES

Call to Order – 8:30 AM

**I. Pledge of Allegiance**

**II. Roll Call and Introductions**

A quorum was declared

**Board Members In attendance:** Udo Cook, Tim Durkee, Joan Moore, Tim Kanavel, Liz Tuck, Carol Daniels, Susan Aguilar, Bob Duke, Lynn Parsons, Ken Hall, Jack Beveridge, Lana Chanda, Sandie Smith

**Board Members Absent:** Curtis Brown, Mila Besich-Lira, Yvonne Jenkins, Kristin Jepson, Chris Bannon, Charlie Estrada, Linda Garret, Brad McCormick, Richard Wilkie

**Guests/Staff:** Evelyn Casuga (Facilitator), Adeline Allen (Staff), Aaron Moon (Staff), Joel Millman (Staff), and Tanner Clinch (Reporter-Casa Grande Dispatch)

**III. Call to the Public**

There were no comments from the public.

**IV. Welcome**

**V. Warm-up Introductions and Expectations**

Udo Cook provided an overview of the purpose of the session. He urged attendees to “Think outside of the box”. He mentioned that federal funds come with restrictions which required the Board to think of “How can we gather funding outside of federally restrictive funding sources? The intent is being able to help all who come to the One-stop.

He further challenged the Board to start looking at youth and how best to engage youth. Does the Board take it upon themselves to go into high schools? What options do youth have to prepare for the workforce?

Evelyn Casuga was thanked for bringing refreshments as provided by AccesssArizona. Evelyn thanked CAC for providing the facility.

Evelyn started the session by providing an overview of the purpose of the session. She mentioned the mandated local workforce plan that is due in the fall. The Board is charged with workforce

oversight. Talent pool is one thing that makes Pinal County, with the County strategically placed geographically between Phoenix and Tucson to attract new business.

Ground rules for meeting were reviewed.

Warm-up Exercise: Each Board member was asked to share their responses to the following three questions:

- Perception of your role on Board
- Expectations for today
- Expectations of Pinal County Workforce Board

Board members and staff provided their input to the three questions posed:

### **Perception of your role on Board**

- Execute Board's mission.
- To inform WIB of workforce trends and projects we are working on to work as liaison to county.
- Active member who contributes.
- Support and implement the Board's decisions, vision and mission.
- Contribute to the Board's planning and executing of strategies to grow the job market in Pinal County.
- To add a voice for those individuals seeking employment and have a substantial disability.
- Leadership and vision of workforce development.
- Perspective is to provide education and training as needed; support economic development.
- To help people doing the work of the WIOA to have tools and backing to do what they need to do. Or if they have a problem to help find ways to fix.
- Support/Directors.
- To participate (actively) in discussions and provide input. Research/learn pertinent information/data so as to be up to date and contribute value.
- Lifelong Pinal County resident; care very much about Pinal County.
- Want to work collectively with the Board to help the Board move forward.

### **Expectations for today**

- Define a mission to be executed. Identify "who are we"?
- A plan for next 5 years to develop a workforce to meet our needs – current and future.
- Get to know Board members better. Develop/revise vision, mission and develop measureable goals for Board and staff to implement.
- Board has a clear understanding of its role and strategies for Board goals and plan development.
- Formal plan/concrete steps to reach our stated goal for the next year.
- To gain more understanding of the plan for economic development and job growth.

- Strategic planning.
- To get to know how everyone will work together. What we expect out of each other and the Board.
- Walk away with plan ideas and topics to tackle.
- Develop solid foundation for moving forward.
- Figure out the general direction of this Board. What are we doing and where are we going. Prioritize and identify goals.
- Come to learn more about the programs, legislation, process and role moving forward.

### **Expectations of Pinal County Workforce**

- Take advantage of opportunities to grow – comes with education.
- To give residents who want one, a career path.
- Access to job information and recruiting employees for businesses. Develop county workforce for current and future jobs. Provide training and jobs to retain youth.
- Skill preparation to match economic development efforts. Seamless service access/delivery to Pinal businesses and job seekers.
- Assist all employers/employees in finding adequate employees/positions.
- To gain more understanding of the plan for economic development and job growth.
- Attract and/or retain businesses by providing a work ready workforce.
- To learn how working on our own without Gila County.
- Become the drivers of workforce in Pinal.
- Become the facilitators of new ideas.
- Want to bring my talents and knowledge in other areas to the Board, to play a collective part of advancing the goals and objectives of the Board.
- Get jobs, improve Pinal County admits reputation. Meet the needs for our diverse and unique county.

Each Board member shared what their role is in their non-Board occupation/background.

### **VI. Presentation: WIOA Orientation**

Joel Millman and Aaron Moon provided an overview of WIOA, the workforce systems and services available and provided at the comprehensive center.

**Break (9:54a)**  
**Reconvene (10:04a)**

Ken Hall introduced himself.

### **VII. Presentation: Board Roles and Responsibilities**

By-laws were shared and Evelyn indicated that these can be updated as time goes forward.

Subcommittees – Evelyn reviewed the current subcommittees and mentioned that the Board may want to consider Task Forces.

Evelyn Introduced the Work Plan (Handout) and walked the Board through the sections of the plan.

## VIII. Discussion: Organizational Direction: Framework for Plan and Strategy Development

### a. Guiding Principles and Values:

- Each individual has unlimited potential
- Everyone is trainable
- All people have the capacity to adapt to the future
- Maintaining professional ethics and responsibilities
- All people have equal intrinsic worth
- Education is the discovery of truth and the creation of new realities
- Higher education yields higher results
- Everyone has an opportunity for growth

#### i. Beliefs: Values and Principles

- Include elements about “change” – adaptation to change.
- Higher expectation of ourselves as board members.
- Define those expectations (Board)
- Create Board expectations
- Chair and Co-chair (officer and member)
- “Higher expectations yielding higher results”
- Everyone is trainable (is this too broad?) “Everyone has a story”
- “Everyone has an opportunity for growth”
- Personal ethics/respect –
- Create a Code of conduct – for the job center – employees and customers

#### ii. Vision:

The Board reviewed current vision statement. Comments shared indicated that it is convoluted and too long and more of a mission statement. Udo Cook reminded members that the current vision statement was developed with Gila County and the Board can change it.

“Align job seekers and businesses”

Align ourselves, enhance systems.

Since the agenda did not contain action items, the Board worked to draft the following for consideration of future approval for a vision statement: *“Provide an environment for cultivating opportunities by using regional resources and partnerships to enhance the economy in Pinal County.”*

#### iii. Mission:

- Identify and utilize resources
- Jobs/careers
- Provide an environment for cultivating opportunity
- Skilled workforce
- Identify and use the community resources

Since the agenda did not contain action items, the Board worked to draft the following for consideration of future approval for a mission statement: “*To create a quality workforce environment that connects jobseekers to employers*”

**Break (11:14a)**  
**Reconvene (11:58a)**

Evelyn Casuga guided the Board through a SWOT analysis.

**b. SWOT Analysis:**

**i. Strengths:**

- Diverse workforce
- Experienced staff/Board
- Location change of job center
- Dedication/commitment/passion of the Board – truly believe what is trying to be accomplished
- Connections with agencies (resources)
- Rebranding – public seamless brand
- Board vision
- CAC new president
- Natural resources
- Selling Pinal County to businesses
- Opportunity to innovate
- Central Arizona College new President
- Change perception

**ii. Weaknesses:**

- Communication between Board and staff
- Location change (Trekell/Florence Blvd well-traveled)
- Visibility of workforce Board and workforce system with employers
- Employers do not want to work with government entity (program perception to employers)
- Programs /entities known in the community (County, DES, etc.) – perception of “government” programs
- Marketing
- Lack of support for innovation
- Limited to federal funding source requirements
- How big the Board is
- Lack of county level data
- Lack of understanding of One-stop process
- Board dedication
- Support for innovation
- Central Arizona College’s ability to respond in a timely fashion to employer needs

### iii. Opportunities:

- Expand services to employers (Economic Development partnerships)
- Tim Kanavel/Economic Development players link
- Business growth
- Population growth
- Transportation (Regional Transportation Authority) –awareness of issues
- Governor supports employers
- Population growth
- Perception of Pinal County
- Develop competency based training
- Leadership (Board of Supervisors)
- Open space/natural resources

### iv. Threats:

- How large the Board is
- Achieving transportation goals
- A lot of Pinal County residents reside in bedroom community to Maricopa County
- Limited jobs
- Sustainability (funding)
- Limitation of education and healthcare systems
- Lack of broadband
- Governor’s support on employers
- Legislature/state regulations and funding
- Perception
- Development of curriculum (length of time to develop)
- K-12 education system ratings
- Leadership
- Central Arizona College’s ability to respond in a timely fashion to employer needs

### c. Existing Plans:

The Board then shared their knowledge of plans and data sources that currently exist in Pinal County from various organizations. These plans may be used to ensure alignment with the Arizona@Work/Pinal County local plan.

- Each cities’ general plans
- COG/CAG – CEDS (Regional Economic Plans):
  - Regional council – regional transportation plan
  - Pinal Regional Transportation Authority Plan
- County Comprehensive Plan and specific area plans (e.g., San Tan Valley Land Use Plan)
- CAG data sources
- EMSI
- GIS
- GRIC – Government Plan
- State Workforce Plan
- Each local workforce development area plans

- CAC Strategic Plan
- Pinal County Workforce Study
- Superstition Vistas Plan
- County Housing Plan
- Access Arizona Plan
- Corridor Plans (I-11, I-8, Copper Corridor)
- ADOT

**d. Partners:**

The Board shared the list of community partners both in Pinal County and outside of the county.

*In Pinal County:*

- BOS
- Elected officials in state/cities/towns
- Utilities
- Development companies
- Economic development organizations
- Community, tech colleges, CAVIT
- ADOT
- Health Care Providers
- K-12 schools/districts
- Local businesses
- Chambers of Commerce
- Tribal communities
- Goodwill
- Private sector training providers
- Access points/private entities
- Libraries

*Outside of Pinal County:*

- Other local workforce areas
- ACA
- Federal and state agencies (USDOL, DES, EDA, DOEd)
- Veterans organizations
- Medical and professional schools
- Training providers
- ASU, NAU, UofA

**e. Performance Accountability:**

Joel Millman provided a brief overview of the performance measures for which each core program will be held accountable.

- *How do you set metrics without goals?*
  - Budget
  - Labor/market trends

**f. Subcommittees:**

The Board held a brief discussion regarding its committee structure. The following committee membership and purpose were reviewed. These may be reviewed during the next Executive Committee meeting

**i. Executive**

- Better defined/outlined roles
- Define terms
- Fiscal reporting (Jayson Vowell quarterly report)

**ii. Fiscal**

Originally formed for CAG and CAC v. County reporting.

Tasked:

- Review numbers/data recommendation to board
- How report would look?
- Standardize look of report
- Update from partners – re: Youth 75% out of school?
- Consider elimination
- Standing agenda item at Board meetings (Fiscal Report v. subcommittee)

**iii. (Innovation of) Workforce (Development)**

- Innovation and Workforce Development?
- Clarify the role and responsibilities of the committee

**iv. Youth**

- RFP review
- Review membership (recruit)
- Restructure to meet guidelines

**g. Local Workforce Plan**

Joel Millman provided an overview of the elements that will be required to be addressed in the local workforce plan. (Handout). Major topics to be covered are:

- Employer engagement
- Economic/Workforce alignment
- Supportive services
- Workforce system
- Local board
- Secondary/Post-Secondary
- Partner resources
- Youth
- Service Integration
- Rapid Response
- Economic/Workforce regional analysis

Suggestions were made for the Board to conduct a business survey in order to gather employer input into the plan. Reaching out to the business community could be achieved by tapping into

resources such as Dun and Bradstreet, Maricopa County Plan, Chamber surveys and Business licenses.

Questions will need to be developed. The Board was asked to think of applicable questions and a link could be established on the Arizona@Work website for direct responses.

#### **IX. Discussion: Information on Market Analysis Study**

Board members were asked to make themselves available to assist in the gathering and analysis of labor market information as it would pertain to the market analysis that must be included in the local plan.

- Liz Tuck
- Tim Kanavel
- Ken Hall
- Richard Wilkie (he was volunteered in his absence)
- Lynn Parsons
- Send out list to Board members - express interest

#### **X. Discussion: Other Projects and Potential Funding Sources Brainstorm**

The Board identified potential projects to be pursued in the future. Some suggestions were:

- Pursuit of grants
- Consider 501(c)(3) status
- Partner with existing 501(c)(3)s
- Grant specific projects (e.g., telemedicine)
- Foster children transition to adult
- Marketing \$ and operations
- Outlets for older workers
- Pursuit of the National Career Readiness Certificate and Work Ready Community designation for Pinal County
- Regional training center
- Small business training/Entrepreneurial (Veteran focus?)
- Pinal Healthcare Sector Partnership
- Spreading out in the community – (bringing services outside of the Casa Grande area)

#### **Potential Funding Sources:**

- Industry
- Foundations
- State/federal agencies (Veterans, DOL, DOEd)

#### **XI. Wrap-up: Board Roles and Responsibilities and Plan Framework**

- Next Board meeting May 26<sup>th</sup>.
- Executive Committee to meet quickly (attendance, committees)
- Breakdown of what we are looking for.
- Forward ideas to Aaron and Joel
- Jack – luncheon – annual fund raising at Biltmore
- SW Career Pathways Conference (May 4)

**PARKING LOT:**

- Create Board Expectations
  - Officers and members
- Create Code of Conduct
- Board Tour of the One-stop and Orientation
- Task Forces v. Subcommittees?
- At next Board meeting in May – discuss committees.
- Hold an Executive Committee meeting prior to the next Board Meeting?

**XII. Meeting Adjourned-3:30 PM**