



DEPARTMENT OF ECONOMIC SECURITY

*Your Partner For A Stronger Arizona*

Janice K. Brewer  
Governor

Clarence H. Carter  
Director

OCT 09 2013

Ms. Virginia Hamilton  
Regional Administrator  
Employment and Training Administration  
U.S. Department of Labor  
90 7<sup>th</sup> Street, Suite 17-300  
San Francisco, California 94103-1516

Dear Ms. Hamilton:

On behalf of Arizona Governor Janice K. Brewer and in compliance with Section 136(d) of the Workforce Investment Act, the Arizona Department of Economic Security, the Workforce Arizona Council, and the Arizona Commerce Authority proudly submit the State of Arizona Program Year 2012 Workforce Investment Act Title 1B Annual Report narrative.

Program Year 2012 has proven to be a successful year for Arizona's workforce system. The State met all of the negotiated levels of performance while exceeding 12 of the 17 WIA Title 1B performance measures. The information contained in this report is the result of collaborative efforts between Arizona's workforce partners including the Local Workforce Investment Areas which provide the direct services to Arizona's WIA Title 1B participants.

If you have any questions, please contact Thomas Colombo, Administrator, Employment Administration, Division of Employment and Rehabilitation Services at (602) 542-3667.

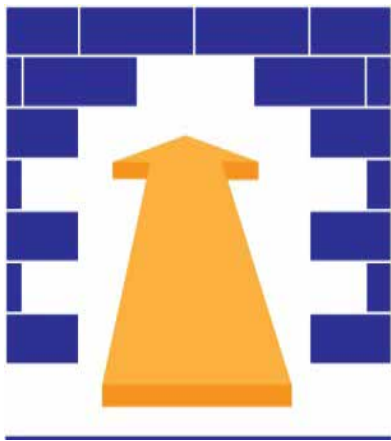
Sincerely,

Clarence H. Carter  
Director  
Arizona Department of Economic Security

Sherman A. Jennings  
Chairman  
Workforce Arizona Council

Enclosures

# State of Arizona



*Moving Forward*

WIA Title IB Annual Report  
Program Year 2012

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# LIST OF ABBREVIATIONS

ACA	Arizona Commerce Authority
ADOA	Arizona Department of Administration
AJC	AZJobConnection
AJL	America's Job Link
AJLA	America's Job Link Alliance
AWC	Arizona Workforce Connection
BAC	Business Assistance Center
BLS	Bureau of Labor Statistics
BPI	Building Performance Institute
BTOP	Broadband Technologies Opportunity Program
CCC	Coconino Career Center
CDF	Career Development Facilitator
CEUs	Continuing Education Unit
CFR	Code of Federal Register
CNA	Certified Nurse Assistant
CTS	Custom Training Solutions
CY	Calendar Year
DES	Arizona Department of Economic Security
DRVS	Data Reporting and Validation System
DVOP	Disabled Veteran Outreach Program
DW	Dislocated Worker
EPS	(Office of) Employment and Population Statistics
ES	Employment Services
ETA	Employment and Training Administration
ETP	Eligible Training Providers
ETPL	Eligible Training Provider List
FEDES	Federal Employment Data Exchange System
FRED	Federal Reserve Economic Data
FY	Fiscal Year
GCWP	Governor's Council on Workforce Policy
GYEDC	Greater Yuma Economic Development Corporation
HPOC	Health Profession Opportunity Grant
IDP	Individual Development Plan
IGA	Intergovernmental Agreement
ISIS	Innovative Strategies for Increasing Self-Sufficiency
JTED	Joint Technological Education District
KVWC	Kino Veterans Workforce Connection
LEAP	Labor Expanded Apprenticeship Partnership

## LIST OF ABBREVIATIONS (cont'd)

LVER	Local Veteran Employment Representatives
LWIA	Local Workforce Investment Area
LWIB	Local Workforce Investment Board
MSA	Metropolitan Statistical Area
NACOG	Northern Arizona Council of Governments
NBER	National Bureau of Economic Research
NCDA	National Career Development Association
NCDF	National Career Development Facilitator
OJT	On-the-Job Training
OMB	Office of Management and Budget
PWC	Phoenix Workforce Connection
PY	Program Year
SESP	State Energy Sector Partnership
SOAR	<b>S</b> elf-assessment; <b>O</b> ther assessment; <b>A</b> ctive research; <b>R</b> edesign the career plan
STEM	Science Technology Engineering Math
TAA	Trade Adjustment Assistance
TAP	Transition Assistance Program
TEGL	Training and Employment Guidance Letter
UI	Unemployment Insurance
U.S.	United States
USDOL	U.S. Department of Labor
VETS	Veterans Employment Training Services
VMI	Vantage Mobility International
VRAP	Veterans Retraining Assistance Program
WAC	Workforce Arizona Council
WARN	Workers Adjustment Retraining Notification
WEX	Work Experience
WIA	Workforce Investment Act
WOTC	Work Opportunity Tax Credit
WRIS	Wage Record Interchange System
YPIC	Yuma Private Industry Council
YTD	Year to Date

# ARIZONA WORKFORCE CONNECTION

The Arizona Workforce Connection (AWC) is a statewide system combining automation and direct service delivery to create a comprehensive approach to workforce development. AWC consists of the Workforce Arizona Council (WAC), the Arizona Department of Economic Security (DES), Arizona Commerce Authority (ACA), Local Workforce Investment Areas (LWIAs) along with their respective Local Workforce Boards (LWIBs), comprehensive One-Stop Centers, satellite offices, and an array of workforce partners. The Governor has designated the DES as the Workforce Investment Act (WIA) Title I Grant Recipient and Administrative Agency. In Program Year (PY) 2012, there were 12 designated LWIAs in Arizona. One of the LWIAs consists of 13 Tribal Area Entities.

The Arizona Workforce Connection provides the citizens of Arizona and businesses with valuable resources to aid in their success and growth. Through Executive Order 2012-01, the Governor established the Workforce Arizona Council (WAC) as the State Workforce Investment Board, replacing the former Governor's Council on Workforce Policy (GCWP). The WAC is made up of key community leaders and partners who possess the skill sets and relationships needed to guide the development of a performance management process at the state and local levels. The WAC is tasked with identifying other states' best practices that help unemployed and underemployed workers gain the skills that employers need. The WAC is also charged with implementing Arizona's Integrated Workforce Plan – including monitoring progress based on measurable goals and benchmarks – in partnership with the Arizona Commerce Authority (ACA), Department of Economic Security (DES) and other partners.

As stated in the Arizona Integrated Workforce Plan for Program Years 2012 – 2017, the Governor has dedicated her time and resources to enhancing Arizona's economy and getting its citizens back to work. The Governor has identified economic competitiveness, education, and State government as key areas of needed reform.

The WAC, staffed by the ACA, is comprised of the following five committees who submit recommended actions to the full Council: 1) Executive, 2) Quality Assurance, 3) Workforce System, 4) Strategic Partnerships, and 5) Legislative Committees. In addition to the standing committees, the WAC also created the Marketing and Branding Task Force as well as a By-Laws Task Force. The WAC has designated these committees' initiatives as just a few examples of the actions taken to achieve the goal of implementing the Governor's Arizona Integrated Workforce Plan for Program Years 2012 – 2017. ACA, the lead economic development agency, also coordinates the development and compliance of WAC administrative policies.

The DES WIA Section is responsible for the development and implementation of operational policies, providing technical assistance to LWIA staff to ensure accurate and timely data collection and program administration. The WIA Section conducts annual program monitoring and Data Validation for all LWIAs in the state.

# ARIZONA ECONOMIC ENVIRONMENT

The Arizona Department of Administration (ADOA), Office of Employment and Population Statistics (EPS) produces demographic, labor force, and economic information for Arizona. As described by EPS, the following are the economic highlights for PY 2012:

- Arizona's overall economic environment has gradually increased since the end of the recession (July 2009). Areas that contributed to this increase are:
  - Ø Gross Domestic Product, real personal income at the state and national levels, employment, and retail sales show continued improvement.<sup>1</sup>
  - Ø Continued employment gains in the private sector, increasing private domestic investment, gradual increase in the index of industrial production and rate of capacity utilization, high levels of corporate profit, and a gradual resurgence in private residential construction permits.<sup>2</sup>
  - Ø Continued gradual climb in household net worth, a continued decline in the fraction of disposable income used for household debt payments and U.S. exports.<sup>3</sup>
  - Ø Residential real estate markets in Arizona and Phoenix metropolitan area are showing an improvement as measured by various indicators. These include rising levels of building permits. Also, the home prices in Arizona have been rising.<sup>4</sup>
  - Ø Revolving consumer credit levels have remained flat. However, an expansion of non-revolving consumer credit since 2011 has served as an impetus to expanding economic activity. Consumer sentiment and consumer spending have shown signs of improvement, but the rate of growth has been slowing down.<sup>5</sup>

Arizona's employment was one of the fastest growing in the nation prior to the recession starting at the end of 2007. During Calendar Year (CY) 2010, the state's national ranking had fallen to 49<sup>th</sup>, improving to 36<sup>th</sup> by May, 2011. As of the writing of this report, Arizona's ranking had significantly improved to eighth in the nation.

There was modest growth of 2.1 percent in Nonfarm employment in 2012. Nonfarm employment was flat in 2010 and increased by 1.7 percent in 2011, after posting a loss of 5.3

<sup>1</sup> See FRED graphs and data for the variables: real gross domestic product, 1 decimal (GDPC1); real personal income (RPI); real disposable personal income (DSPIC96); total personal income in Arizona (AZOTOT); per capital personal income in Arizona (AZPCPI); and real retail and food services sales (RRSFS) at the website <http://research.stlouisfed.org/fred2/>

<sup>2</sup> See FRED graphs and data for the variables: real gross private domestic investment, 3 decimal (GPDIC96); industrial production index (INDPRO); capacity utilization (TCU); capacity utilization – manufacturing (MCUMFN); corporate profits after tax (CP); new private housing units authorized by building permits-in structures with 1 unit (PERMIT1); privately owned housing starts authorized by building permits, 1-unit structures for Arizona (AZBP1FH); and new private housing units authorized by building permit for Arizona (AZBPPRIV). at the website <http://research.stlouisfed.org/fred2/>

<sup>3</sup> See FRED graphs and data for the variables: total net worth-balance sheet of households and nonprofit organizations (TNWBSHNO); total assets-balance sheet of households and nonprofit organizations (TABSHNO); owners' equity in household real estate-net worth-balance sheet of households and nonprofit organizations (OEHRENWBHSHNO); total liabilities-balance sheet of households and nonprofit organizations (TLBSHNO); home mortgages-liabilities-balance sheet of households and nonprofit organizations (HMLBSHNO); debt outstanding domestic nonfinancial sectors-household, consumer credit sector (HCCSDODNS); debt outstanding domestic nonfinancial sectors-household, home mortgage sector (HHMSDODNS); household debt service payments as a percent of disposable personal income (TDSP); and real exports of goods & services, 1 decimal (EXPGSC1) at the website <http://research.stlouisfed.org/fred2/>

<sup>4</sup> See FRED graphs and data for the variables: all-transactions house price index for the United States (USSTHPI); all-transactions house price index for Arizona (AZSTHPI); home price index for Phoenix, Arizona (PHXRNSA); new private housing units authorized by building permit for Phoenix-Mesa-Scottsdale, AZ (MSA) (PHOE004BPPRIV); privately owned housing starts authorized by building permits: 1-unit structures for Phoenix-Mesa-Scottsdale, AZ (MSA) (PHOE004BP1FHSA); privately owned housing starts authorized by building permits, 1-unit structures for Arizona (AZBP1FH); and new private housing units authorized by building permit for Arizona (AZBPPRIV); total private construction spending: residential (PRRESCONS); private residential fixed investment (PRFI); and real private residential fixed investment, 3 decimal (PRFIC96) at the website <http://research.stlouisfed.org/fred2/>

<sup>5</sup> See FRED graphs and data for the variables: total revolving credit owned and securitized, outstanding (REVOLSL); total nonrevolving credit owned and securitized, outstanding (NONREVSL); University of Michigan: consumer sentiment (UMCSENT); and real personal consumption expenditures (PCEC96) at the website <http://research.stlouisfed.org/fred2/>

percent in 2009 and 5.3 percent in 2008 (**Table 1**). For PY 2012, all the major industrial sectors posted employment gains with the exception of Other Services which posted an over-the-year loss of 1.4 percent. When over-the-year rate of growth across various sectors are compared in 2012, Construction leads the gains at 6.4 percent followed by Natural Resources at 5.8 percent and Leisure and Hospitality at 3.1 percent. Other gaining sectors were: Financial Activities (2.9 percent); Information (2.9 percent); Professional and Business Services (2.2 percent); Education and Health Services (2.0 percent); Government (1.8 percent); Manufacturing (1.8 percent); and Trade, Transportation and Utilities (1.0 percent).

**Table 1: Percentage Change in Program Year (PY) Average Employment -Arizona**

<i>Industry</i>	<i>PY 2007</i>	<i>PY 2008</i>	<i>PY 2009</i>	<i>PY 2010</i>	<i>PY 2011</i>	<i>PY 2012</i>
<i>Total Nonfarm</i>	0.2%	-5.3%	-5.3%	0.0%	1.7%	2.1%
<i>Manufacturing</i>	-2.8%	-8.3%	-8.6%	-0.3%	2.7%	1.8%
<i>Natural Resources and Mining</i>	18.9%	1.6%	-15.6%	3.7%	8.0%	5.8%
<i>Construction</i>	-10.9%	-25.3%	-25.9%	-4.5%	1.7%	6.4%
<i>Trade, Transportation and Utilities</i>	1.2%	-5.7%	-5.4%	-0.3%	1.5%	1.0%
<i>Leisure and Hospitality</i>	1.0%	-3.8%	-3.8%	1.3%	2.6%	3.1%
<i>Education and Health Services</i>	4.8%	4.2%	3.1%	3.2%	3.3%	2.0%
<i>Professional and Business Services</i>	-0.5%	-8.6%	-7.1%	0.7%	2.1%	2.2%
<i>Financial Activities</i>	-2.9%	-4.7%	-3.4%	0.7%	3.0%	2.9%
<i>Other Services</i>	2.8%	-3.1%	-7.4%	-1.9%	-2.1%	-1.4%
<i>Government</i>	3.9%	0.1%	-2.3%	-2.1%	-0.7%	1.8%
<i>Information</i>	-1.4%	-4.3%	-6.8%	-1.6%	3.9%	2.9%

Source: Bureau of Labor Statistics (BLS) Current Employment Statistics

1. Calculated from seasonally unadjusted data; and
2. PY 2012 includes May's preliminary estimate.

Although the Construction as well as the Natural Resources and Mining sectors had the most over-the-year percentage gains, these two sectors have a smaller employment base as shown in **Table 2**. Construction lost over half its workforce during the recession resulting in a smaller base employment. As shown in **Table 2**, Arizona's large industrial sectors in descending order as of PY 2012 are Trade, Transportation and Utilities, Government, Educational and Health Services, Professional and Business Services and Leisure and Hospitality.

**Table 2: Program Year (PY) Employment by Industry in Arizona (in thousands)**

<i>Industry</i>	<i>PY 2007</i>	<i>PY 2008</i>	<i>PY 2009</i>	<i>PY 2010</i>	<i>PY 2011</i>	<i>PY 2012</i>
<i>Total Nonfarm</i>	2,670.4	2,528.6	2,393.6	2,393.5	2,434.8	2,485.5
<i>Manufacturing</i>	178.4	163.6	149.5	149.0	153.0	155.7
<i>Natural Resources and Mining</i>	12.6	12.8	10.8	11.2	12.1	12.8
<i>Construction</i>	209.1	156.2	115.8	110.6	112.5	119.7
<i>Trade, Transportation and Utilities</i>	527.4	497.3	470.4	468.9	476.1	481.0



<i>Leisure and Hospitality</i>	273.4	263.1	253.0	256.4	263.1	271.2
<i>Education and Health Services</i>	315.9	329.3	339.4	350.4	362.1	369.3
<i>Professional and Business Services</i>	400.1	365.8	339.8	342.3	349.6	357.3
<i>Financial Activities</i>	182.4	173.9	168.0	169.1	174.1	179.2
<i>Other Services</i>	100.4	97.3	90.1	88.4	86.5	85.3
<i>Government</i>	429.3	429.7	419.9	410.9	408.0	415.2
<i>Information</i>	41.4	39.6	36.9	36.3	37.7	38.8

In May, 2013, EPS forecasted a gain of 98,300 Nonfarm jobs, representing a growth rate of 4.0 percent over the two projected years of 2013 and 2014 for Arizona. An over-the-year gain of 46,500 Nonfarm jobs is projected for 2013 and a gain of 51,800 jobs for 2014. The rate of growth projected for Nonfarm employment in Arizona is 1.9 percent in 2013 and 2.1 percent in 2014. This would suggest a gradual slowdown in the rate of Nonfarm employment gains in 2013 compared to 2012. However, a slight improvement is projected for 2014.

In 2013, all regions are forecasted to have positive annual over-the-year growth rates in Nonfarm employment. Arizona is forecast to grow at 1.9 percent in 2013. Phoenix is expected to grow faster than the state at 2.3 percent. However, the projected growth rates for Tucson and the Balance of State (0.8 percent) are slower than the statewide and Phoenix Metropolitan Statistical Area (MSA) rates. The expected Nonfarm job gains in 2013 for the Phoenix MSA are 40,800 jobs, for Tucson MSA are 3,000 jobs, and for Balance of State job gains are projected at 2,700 jobs.

Growth rates in 2014 are expected to be higher than 2013 across all regions. Phoenix is forecasted to continue growing at a faster pace (2.4 percent) than Tucson (1.1 percent), Balance of State (1.4 percent), and the state overall (2.1 percent). For 2014, the job gains forecasted for Phoenix MSA are 43,200 jobs, Tucson MSA 3,900 jobs, and Balance of State 4,700 jobs.

The average annual growth rates in Total Nonfarm employment for Arizona, Phoenix MSA, Tucson MSA, and Balance of State are depicted in **Table 3** below.

**Table 3: Forecasted Growth Rate in Arizona Nonfarm Employment**

	2012 <sup>(a)</sup>	2013 <sup>(b)</sup>	2014 <sup>(b)</sup>
<i>Arizona</i>	2.0%	1.9%	2.1%
<i>Phoenix Metropolitan Statistical Area (MSA)<sup>(1)</sup></i>	2.4%	2.3%	2.4%
<i>Tucson Metropolitan Statistical Area (MSA)<sup>(2)</sup></i>	1.5%	0.8%	1.1%
<i>Balance of State<sup>(3)</sup></i>	0.6%	0.8%	1.4%

Notes:

1) Maricopa and Pinal counties

2) Pima County

3) Arizona less Maricopa, Pinal, and Pima counties

a) Historical

b) Forecast

In Arizona, employment losses continued late into 2010 past the official end of the national recession in June 2009 as declared by the National Bureau of Economic Research (NBER). Net positive over-the-year gain started only since January 2011. The overall employment situation in Arizona is improving and expected to be better over the coming years. However, the forecasted rate of growth in Nonfarm employment in 2013 and 2014 is lower than what was observed prior to the recession (1997-2006 average of 3.2 percent).

The state's seasonally adjusted unemployment rate was 10.6 percent in May 2010 and has continually dropped through May 2013 as shown in **Table 4** below. The decline in the unemployment rate is an indication of an improving Arizona employment outlook. The U.S. unemployment rate has continued to decline from 9.6 percent in May 2010 through 7.6 percent in May 2013. The state has a higher unemployment rate compared to the nation as of May 2013.

**Table 4: Unemployment Rate (Seasonally Adjusted)-End of Program Year(s)**

	<i>May 2011</i>	<i>May 2012</i>	<i>May 2013<sup>(1)</sup></i>
<i>United States</i>	9.0%	8.2%	7.6%
<i>Arizona</i>	9.5%	8.4%	7.8%
<i>Phoenix-Mesa-Glendale</i>	8.7%	7.4%	6.8%
<i>Tucson Metro</i>	8.5%	7.4%	7.0%
<i>Flagstaff Metro</i>	9.3%	8.2%	7.8%
<i>Lake Havasu City-Kingman-Metro</i>	11.1%	10.0%	9.7%
<i>Prescott Metro</i>	9.9%	8.7%	8.3%
<i>Yuma Metro</i>	26.8%	27.0%	29.9%

Note:

1) Preliminary data provided and is subject to change

**Table 5** shows that the number of claimants receiving unemployment benefits in Arizona steadily increased in tandem with the negative trajectory of the employment environment, but has started a declining trend since 2010. From PY 2007 to PY 2008, the number of claimants increased by 99.6 percent, and from PY 2008 to PY 2009, the number of claimants increased by 33.2 percent. From PY 2009 to PY 2010, the number of claimants declined by 28 percent. From PY 2010 to PY 2011, the number of claimants declined further by 15.4 percent and continued this decline to 26.2 percent from PY 2011 to PY 2012. Nonetheless, the average duration jumped from its level of 14.6 weeks in PY 2006 to its highest level of 19.2 weeks in PY 2010. For PYs 2007, 2008, and 2009, the average duration stood at 15.0, 15.3, and 18.6 weeks, respectively. Compared to the high level in 2010, the average duration for PY 2011 dropped to 17.6 weeks and further dropped to 17.0 weeks in PY 2012. The number of persons receiving unemployment claims on average increased with the onset of recession. It was 37,219 in PY 2007, 74,292 in PY 2008, and 98,990 in PY 2009. However, it started declining as the economy started slowly improving and was 71,313 in PY 2010, 60,300 in PY 2011 and dropped considerably in PY 2012 to 44,488.

**Table 5: Claimants Receiving Unemployment Benefits-Arizona**

	PY 2007	PY 2008	PY 2009	PY 2010	PY 2011	PY 2012
<i>Average Number of Claimants per Month</i>	37,219	74,292	98,990	71,313	60,300	44,488
<i>Average Number of Weeks (Duration)</i>	15.0	15.3	18.6	19.2	17.6	17.0
<i>Percentage Over-the-Year Change</i>	37.7%	99.6%	33.2%	-28.0%	-15.4%	-26.2%

Note: Program years begin on July 1 of the given year and end on June 30 of the following year.  
 Source: Arizona Department of Economic Security

## WIA WAIVERS

Arizona submitted the following waivers to the United States Department of Labor (USDOL) which were approved for PY 2012.

**1. Adult-Dislocated Worker Funds Transfer.**

Waiver allows Arizona to increase the fund transfer authority to 50 percent between the Adult and Dislocated Workers (DW) programs.

**2. Competitive Procurement for Youth Program Elements.**

Waiver allows One-Stop Career Centers and partner agencies to directly provide the following youth program elements: supportive services, paid and unpaid work experience, and follow-up services.

**3. Customized Training – Employer Contribution.**

Waiver allows Arizona to change the required 50 percent employer match based on a sliding scale. The following schedule of costs to businesses will be instituted based on the number of employees in their workforce.

- A business with more than 250 employees must pay 50 percent of the training cost.
- A business with 51-250 employees must pay no less than 25 percent of the training cost.
- A business with 50 or fewer employees must pay no less than ten percent of the training cost.

**4. Initial Eligibility, Program Performance and Cost Waiver for Eligible Training Providers (ETPs).**

Waiver removes the requirement for eligible training provider’s programs determined to be subsequently eligible from having to report performance outcomes on an annual basis. The request, however, does not pertain to the requirement to report cost information for Workforce Investment Act (WIA) participants enrolled in eligible provider programs.

**5. Use of Rapid Response Funds for Incumbent Worker Training for Layoff Aversion.**

Waiver allows the use of up to 20 percent of Rapid Response funds for Incumbent Worker Training as part of layoff aversion strategies only. It allows for a broader range of services to

be provided to Dislocated Workers for layoff aversion strategies. Greater flexibility is also provided with the use of Rapid Response funds for LWIAs in order to strategize with employers as well as incorporate layoff aversion activities into the comprehensive sector strategy approach to economic and workforce development.

**6. Sanctions for Consortium of Local Areas.**

Waiver allows the Gila County Re-Employment Pre-layoff Assistance Center to serve as the Dislocated Workers program operator including rapid response activities. They would bear all responsibility in the event of failure to meet performance levels, based on the DW core indicators on behalf of the following LWIAs: Gila/Pinal and Nineteen Tribal Nations.

**7. Exemption from the Requirement to Provide Additional Assistance to Areas with High Concentrations of Eligible Youth**

Waiver of WIA Section 129(b)(2)(C) and 20 CFR 665.200(h) to exempt the state from the requirement to provide additional assistance to local areas that have a high concentration of eligible youth.

**8. Exclusive Use of Common Measures**

Waiver permits Arizona to replace the existing 17 measures (15 statutory and two customer satisfaction) with the Common Measures delineated in Training and Employment Guidance Letter (TEGL) 17-05. For PY 2013, Arizona will be operating under nine measures.

<b>Adult</b>	<b>Dislocated Workers</b>	<b>Youth</b>
Entered Employment	Entered Employment	Placement in Employment or Education
Retention	Retention	Attainment of a Degree or Certificate
Average Earnings	Average Earnings	Youth Literacy and Numeracy Gains for Youth

**9. Exemption from the Requirement to Provide Local Workforce Investment Area Incentive Grants**

Waiver of WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) to exempt the state from providing local incentive grants.

**10. Within State Allocations – Dislocated Workers**

Waiver allows Gila County Re-Employment and Pre-layoff Assistance Center to be allocated the Dislocated Worker (DW) program funds for the following LWIAs: Gila/Pinal and the Nineteen Tribal Nations.

**WIA HIGHLIGHTS**

Consistent with the Arizona State Integrated Workforce Plan, the State has embarked on a new path for economic and workforce development. Arizona is facilitating a sector strategy approach in the development of partnerships with employers in specific industries. This sector strategy

approach is designed to encourage aggressive economic development, together with providing a highly trained workforce to meet employer needs.

The following provides a summation of selected activities and accomplishments achieved during Program year 2012:

### **CITY OF PHOENIX (Phoenix Workforce Connection (PWC))**

#### **National Career Development Facilitator (NCDF) Certification Program**

Twenty PWC staff completed a 120-hour National Career Development Facilitator (NCDF) training sponsored by the National Career Development Association. The training provided staff with relevant skills and knowledge to assist others in planning their careers and obtaining meaningful work.

The NCDF training program was based on 12 competency areas including career resources and labor market information; career planning processes; basic helping and facilitating skills; career development models and theory; information and formal assessment approaches; diversity and specific population needs; development and maintenance of an effective career resource center; training others and program promotion; case management and referral skills; ethical and scope of practice issues; professional and resource portfolios; and cutting-edge job searching.

Upon completion of the training, all 20 staff members were eligible to be certified as Global Career Development Facilitators.

#### **Employability Readiness Model**

The PWC implemented a new work readiness and skills development curriculum series that develops stronger decision-making skills among job seekers. The delivery model, called SOAR (Self-assessment; Other assessment; Active research; Redesign the career plan), relies on the job seeker to actively participate in identifying the skill sets necessary for the attainment of their occupational goal. Using the SOAR model, a WIA applicant identifies their current skills and compares them to the skills required by the business in a current job opening. These workplace readiness skill workshops are designed to align skill sets with business needs and incorporate the use of technology, resulting in job seeking individuals demonstrating the actions, behaviors, and skill sets necessary to become gainfully employed during these economic times.

The SOAR curriculum, which was developed in partnership with Glendale Community College and Gateway Community College, is a comprehensive series comprised of 52 1/2 hours of workshops, assessments, and online learning activities delivered over seven and one-half days. Through interactive and innovative activities and exercises, the SOAR workshop series builds on the skills participants already have and gives new ideas and strategies to help each candidate set themselves apart from other candidates providing them with the capability to communicate how their unique skills bring value to the workforce.

The SOAR model is used by all PWC locations including adult program subcontractors. Upon completion of the workshop series, each WIA participant presents a plan of action to their career

advisor. During Program Year 2012, a total of 617 Adult and Dislocated Workers have completed the entire series.

### **New Business and Workforce Development Center**

In May 2013, the City of Phoenix celebrated the opening of a new Business and Workforce Development Center with the focus of increasing and enhancing connectivity to employers. The new Center offers a professional office setting in downtown Phoenix for employer and job seeker workshops, as well as customized hiring events and training space and resources for employers.

The PWC's business services team's primary mission is to provide industry partners assistance with their talent acquisition, training and other business needs. An example of stellar business services provided is the company Vantage Mobility International (VMI), a local manufacturer that converts vans for use by persons with disabilities. VMI received an employed worker training grant to provide 20 employees the opportunity to obtain Six Sigma Green Belt certificates.

## **COCONINO COUNTY**

Coconino Career Center (CCC) is committed to cultivating skilled labor through active involvement with the ultimate goal of connecting employers with a well-trained candidate pool. Knowledge of the local economy including the skill needs of businesses and the capabilities of the labor force is vital to making informed investments. Targeting these investments more effectively, CCC had identified Advanced Manufacturing/BioMed as a key sector area. Continued communication between government, educators and business leaders within this sector helped enhance efforts to be responsive to employers' existing and emerging talent needs.

The Coconino Connection for Advanced Manufacturing Sector Excellence Grant with the overarching goal of investing in the workforce productivity and success of Advanced Manufacturers has been instrumental in allowing the CCC to develop strong partnerships with premier Advanced Manufacturing/BioMed employers. These partnerships have developed ongoing conversations about local workforce needs, training and development needs and community perception of what manufacturing is today.

Program highlights from this grant include a *Forward Focus Career Expo*; attended by over 20 local employers who highlighted the manufacturing environment as being innovative, high-tech, and an amazing career opportunity. A manufacturing re-branding campaign focused on encouraging local youth to identify manufacturing as a career path. This campaign was unveiled at the Expo with a new branding banner and messaging. It will be rolled-out into the local high schools with continued focus on Advanced Manufacturing, STEM (Science, Technology, Engineering and Math) careers, and BioMed.

Additionally, local manufacturers came together for training and development events in areas where they could learn from each other and build the sectors' strength. These trainings included Principles of Lean Manufacturing with Applied Applications; Communication for Leadership Success; Getting Started as a New Supervisor; Leading Change in Your Organization; Goals Setting for Supervisors, Managers, and Leaders; and Building Great Teams. To see the

intricacies of manufacturing, opportunities were offered such as specialized training; on-the-job training; and internships as well as working with partners to secure specialized equipment to provide a training platform for workers and provide an opportunity for parents to see the intricacies of manufacturing.

#### **Northern Arizona University Climate Science Masters' Program**

The Northern Arizona University Climate Science Department and CCC are involved in a program to support employment among their graduating Masters students. The results of this program benefited students, the university, and local employers. It involved a highly collaborative exercise between workforce development staff, university staff, faculty, and students in transition to becoming job seekers.

The CCC Workforce team developed a curriculum specific to this audience and presented in-depth instruction on resume writing and interviewing during two special engagements at the university. Specialists critiqued over 60 resumes and provided group, as well as one-on-one feedback and direction. Faculty and staff from the Climate Science department remained engaged, alongside our presenters, participating in both trainings. Staff followed up on sessions by dedicating class time to holding mock interviews with all of their students. A high level of engagement across the three groups produced excellent results. Upon completion of this curriculum, student awareness in employment-related topics increased dramatically as did the quality of their work, and their ability to reach out and connect with employers.

#### **National Institute of Corrections-Offender Employment Specialist Training**

Upon attending the National Institute of Corrections Offender Employment Specialist Training, the CCC Workforce developed, and provided information for these officers to use not only as a guide for them as they learned how to better serve this population, but also as a workbook. This workbook walked the reader through methods for sealing a felony record, pointed to a Technology Entertainment Design talk on the workings of the adolescent brain (demystifies some of the very irresponsible acts some folks partake in even into young adulthood), provided addresses to important web sites, and included calendar entries for community programs and workshops. It also contained templates for applications and resumes, introduced Occupational Information Network (O\*NET) resources, and gave information on references, tax credits and bonding.

## **GILA/PINAL COUNTIES**

#### **ADES Veteran's Program/Arizona Workforce Connection Partnership**

The Department of Economic Security Veteran's Program in Casa Grande along with the Honoring, Hiring, Helping our Heroes of Pinal Committee worked together to provide a Pinal County Stand Down for Veterans. The Stand Down's main focus was to provide services to homeless veterans and information to all veterans and military families regarding available resources in Pinal County. There were 125 Veterans in attendance at the Stand Down and 16

military families received services and information. Several LWIB members participated as volunteers.

The following are outcomes of the event:

<i>Identified Barriers to Employment</i>	<i># Individuals Served</i>
Homeless	14
Drug and Alcohol Abuse	11
Mental Illness	21
HIV/AIDS	1
Post-Traumatic Stress Disorder (PTSD)	35
Physical Disability	20
Other	23
<i>Referral to Services</i>	<i># Individuals Referred</i>
Housing	16
Driver's License	10
Health/Medical	16
Legal	14
Social Security Card	7
Supplemental Nutrition Assistance Program (SNAP)	8
Employment	15
VA Benefits	37
Financial	11

## **MOHAVE/LA PAZ COUNTIES**

### **Laron Expanded Apprenticeship Partnership (LEAP)**

To cultivate a talent pipeline of skilled tradespersons for the region's manufacturers, Mohave County's Workforce Development Division-which administers WIA through its Mohave County One-Stop Career Centers-continued to enhance its partnership with Laron Incorporated through the Laron Expanded Apprenticeship Partnership (LEAP). LEAP expanded its existing Registered Apprenticeship for machinists, millwright and welders. LEAP established an Employer Association which engages multiple industrial firms in the apprenticeship program as partners, all signing agreements calling for the equitable sharing of training costs.

Arizona's State Energy Sector Partnership (SESP) provided funding for start-up costs including equipment and on-the-job training (OJTs) through workforce development. The Mohave County One-Stop Career Center provided all recruitment and assessment services for new apprenticeship hires. In PY 2012, Mohave County's Workforce Development Division supported seven apprentices in the new LEAP program. Because of the apprentices' success, Mohave County One-Stop Career Center was asked to provide another cohort of candidates for the next LEAP program beginning August 2013. Through this collaborative program, the region is now "growing their own" skilled trades people to serve the manufacturing community.



Aligning with the goals of the Arizona State Integrated Workforce Plan, Mohave/LaPaz Counties engaged in the following sector strategy activities:

**Kingman and Mohave Manufacturing Association**

Mohave County One-Stop Career Centers staff partnered closely with the Kingman and Mohave Manufacturing Associations during the PY 2012 to advance educational pathways leading to manufacturing careers and competitiveness. As a result of the collaborative efforts, Mohave Community College developed a new Certificate for Production Technician aligned with the Manufacturing Skills Standards Council.

This 12 credit certificate program was offered as part of concurrent enrollment for the region's Joint Technical Education District (JTED) students as well as credit or customized for WIA workforce development cohorts. In addition to the curriculum development, the sector partners aligned to support development of a mobile manufacturing lab that is used to train new and incumbent industrial workers.

**Job Help Hub**

The Mohave County One-Stop Career Center delivered staff-assisted job search services and work readiness workshops at the Mohave County Library – Bullhead City Branch. This partnership stemmed from an intergovernmental agreement (IGA) with Arizona State Library, Archives and Public Records to implement the Broadband Technologies Opportunity Program (BTOP) grant.

The IGA specified the State Library would fund the creation of Job Help Hubs in libraries, providing computers and funding for staff to support job seekers. Mohave County was one of the few areas in the state in which the workforce system was contracted with to provide workforce development services. Monthly tracking reports demonstrated that 2,163 individuals were served during PY 2012.

Based on the overwhelming success of serving clients, the Mohave County Library District partnered with the Mohave County One-Stop Career Center to continue the Job Help Hub after the grant expired. The library and One-Stop were co-funded and included a One-Stop Career Center staff person and continues to provide 20 hours of job seeker assistance at the library on an on-going basis.

**PIMA COUNTY**

**Kino Veterans' Workforce Center (KVWC)**

During PY 2012, Pima County One-Stop dedicated the Kino Veterans' Workforce Center (KVWC), which streamlined its existing veterans' employment partnerships and drew in new collaborators, such as the Arizona Department of Veterans' Services eligibility determination, Rally Point peer outreach program operated by Community Partnership of Southern Arizona, Veterans Court and Primavera Project Action for Veterans. The dedication was the culmination

of months of collaborative planning and an opportunity to celebrate the award of a \$1.25 million Veterans' Workforce Investment Program grant from the U.S. Department of Labor. The KVWC has logged 416 visits and assisted 250 older veterans to apply for the Veterans Retraining and Assistance Program (VRAP). The VRAP program enrolled 89 veterans into skill training, with 45 placed in unsubsidized employment.

### **Pathways to Healthcare**

The Pathways to Healthcare project reached full-scale implementation with 668 low-income adults enrolled in education and training. The 317 low-income adults have successfully completed the program and 227 were placed in employment at an average wage of \$11.44 per hour. A U.S. Department of Health and Human Services (USDHHS) Health Profession Opportunity Grant (HPOG) funded the program through Pima Community College (PCC).

The HPOG offered a very robust pathway out of poverty, including support services, basic needs assistance, and adult literacy services; intensive, contextualized college readiness instruction; job training in progressively advanced certificates and degrees in nursing, pharmacy, health information technology, medical assisting, and behavioral health; health-sector industry partnerships to develop curriculum, and apprenticeships, etc. The program is a part of Innovative Strategies for Increasing Self-Sufficiency (ISIS) evaluation of promising practices for increasing the economic self-sufficiency of low-income individuals and families administered by the USDHHS Administration for Children and Families, Office of Planning, Research and Evaluation.

### **Machinists Industry Sector Engagement Group**

At the end of 2012, a machinist industry executive made a public statement about the critical shortage of precision machinist. Pima County One-Stop moved quickly to conduct a survey to verify the need for the machinist industry. A sector partnership of 22 companies known as the Machinists Industry Sector Engagement Group—formed to develop solutions. The consensus of the group was that the industry allowed the pipeline of machinists to become empty. Most felt the Machine Tool Technology Program had not been producing graduates with the skills they needed and identified that the need for incumbent worker training to develop the next generation of top machinists would be essential. Pima County One-Stop facilitated the establishment of a Tier I training. A Tier II program was developed to offer an Associate's degree and possible articulation into engineering. The Pima County One-Stop also provided sector-driven training in the areas of behavioral health, green jobs, logistics, engineering, information technology, and aviation technology and production management.

## **YAVAPAI COUNTY**

### **Program Strategies for Serving Employers**

The Business Assistance Center (BAC) was established in 2010 when the Northern Arizona Council of Governments was awarded WIA Section 503 Incentive Grant funds from the WAC. New strategies are developed annually for business assistance. The BAC also includes many services for WIA participants in the form of free orientations, testing, job preparedness, resume workshops and recruiting.

The use of the BAC provides a tangible opportunity for employers to take an active role in becoming more informed about their own business. As a result of this gain in knowledge, the WIA clients can more effectively target training programs that align with local employer's hiring requirements. In PY 2012, the BAC served 3,700 WIA clients, facilitated 177 placements and assisted 541 businesses and agencies

### **State Energy Sector Partnership (SESP) Grant**

Yavapai County LWIA received Arizona SESP funding and through regional collaboration with Coconino Community College and Mohave-La Paz counties provided training and employment opportunities to unemployed and incumbent workers in the targeted green industry sectors for the Northern Arizona region. The SESP Grant ended June 30, 2013, with the following services being provided as a result of the grant:

- Trained 45 individuals exceeding the initial goal of 38. Nine of these clients still remain employed in the Solar Industry. These clients were assisted with their vocational and employment goals in green industry sectors in the fields of solar panel and solar thermal installation, solar components manufacturing, energy assessment and auditing, lean/green, sustainable manufacturing and building practices.
- Developed a partnership with Wilson Electric and Workforce Solutions, a large electrical contractor based in the Phoenix metro area, trained and placed 27 individuals as solar panel installers for two large solar projects; 19 of those individuals received OSHA ten training and certification and 14 of them received North American Board of Certified Energy Practitioners Photovoltaic Entry Level classroom training.

## **YUMA COUNTY**

### **Initiatives and Activities Outlined in the WIA and Wagner Peyser Act State Strategic Plan**

YPIC was afforded the opportunity to have one Employment Service (ES) staff member assigned to the Comprehensive One-Stop Center in PY 2012. YPIC was also part of a pilot program which allowed staff members to be trained and given access to the ES screens in Arizona Job Connection (AJC) to place job listings and refer non-WIA customers to jobs. YPIC discontinued their job board and is now utilizing the job board in AJC to list all jobs. YPIC and ES staff members work closely to ensure collaboration and the execution of best practices with customers. Monthly meetings with WIA and ES staff have been established to keep lines of communication open between the agencies.

### **Unique Programs**

YPIC developed a Resume Reporting System to accurately categorize job seekers in Yuma County. The Greater Yuma Economic Development Corporation (GYEDC) contacts YPIC on a regular basis to provide labor market and workforce information to potential new companies that are interested in relocating to Yuma County. Working together, YPIC developed a database to collect information on the available workforce. The system has the capability of categorizing job seeker information to produce reports on the types of positions and skills held by current job seekers. This data has proven to be extremely useful to YPIC and GYEDC.

In 2000, YPIC developed a database system to accurately record visits to our One-Stop Centers to report this information back to the Yuma County Workforce Investment Board. This year, the Regional Manager of Gila-Pinal Employment Service contacted YPIC to learn more about the system. YPIC identified the equipment needed to operate the system and hosted a visit from the Gila-Pinal staff to see the system in operation and what was required to run the system. In April 2012, YPIC staff traveled to Casa Grande to install the system on their computers and to train staff how to use it.

## **ELIGIBILITY TRAINING PROVIDER LIST (ETPL)**

The Arizona Eligible Training Provider List (ETPL) is hosted within Arizona Job Connection (AJC). The ETPL includes programs of training offered by approved training providers. Information related to each program's accreditation, curriculum, length and cost is available for case managers and participants who are determined eligible for training and can make informed decisions related to their training options.

The State ETPL Coordinator has hosted monthly conference calls with LWIA staff designated as local ETPL program approvers. The conference calls have allowed all LWIAs to meet more frequently and reduce travel costs. LWIA concerns are addressed and information can be provided in a group setting.

The conference calls also serve as a forum for the LWIAs and the State ETPL Coordinator to collaborate in drafting policies and procedures. The updated ETPL policy will clarify the State ETPL Coordinator and LWIA roles and responsibilities as well as outline the application process for training providers and provider responsibilities. LWIAs continue to be fully engaged in the revisions to the ETPL policy.

In PY 2012, the State ETPL Coordinator, in collaboration with LWIAs, drafted the *Training Program Credential Checklist* (see Addendum 1). The *Checklist* is designed to assist the LWIA approvers in order to determine whether educational programs should be listed on the ETPL as well as whether the program will result in a credential recognized by WIA Title IB for performance measures and reporting outcomes as defined by the USDOL.

The *Checklist* is also intended to be a tool to assist the LWIA in identifying the type of credential that a participant could attain upon completion of a particular program, including whether the credential is industry recognized, stackable, portable, or accredited as defined in Training and Employment Guidance Letter (TEGL) 15-10/Attachment 2, "Credential Resource Guide." The *Checklist* also requires justification as to whether the type of credential selected meets these definitions. The checklist further requires LWIA boards to indicate whether the training provider's program aligns with the respective LWIA sector strategy, the in-demand occupations in the local workforce area, and whether the training is expected to result in an employment outcome.

## **ARIZONA APPRENTICESHIP PROGRAM**

The Arizona Apprenticeship Program was transferred from the Arizona Commerce Authority to the Arizona Department of Economic Security WIA Section to better align it with other workforce development programs during the last quarter of PY 2011. Being co-located provides both WIA and Apprenticeship Program staff the ability to share information relevant to workforce development. The Arizona Apprenticeship Program staff conducted site visits to the Local Workforce Investment Areas (LWIAs) to educate staff on the benefits of partnering with Registered Apprenticeship programs.

The Arizona Commerce Authority is currently identified as the State Registration Agency. During the 2013 legislative session, changes will be required to transfer the state registration agency designation to the Arizona Department of Economic Security in the Arizona Revised Statutes.

## **RAPID RESPONSE**

State-level Rapid Response activities are managed by the (DES) WIA Field Operations Supervisor. The Supervisor is responsible for the entry of Workers Adjustment and Retraining Notification (WARN) into the Arizona Job Connection (AJC) System. Local Workforce Area Rapid Response Coordinators are responsible for connecting Dislocated Workers to WIA Title IB resources.

In October and November, 2012, the U.S. Department of Labor provided funding for Technical Assistance to the state. Contracts were awarded to KOG Associates – Craig Palmquist and Lanter Consulting Group – Bob Lanter. The State of Arizona coordinated regional technical assistance sessions throughout the state to conduct a statewide assessment of Rapid Response programs. This was accomplished by gathering information to develop an Arizona Rapid Response Manual utilizing TEGL No. 31-11 and the strategies outlined in TEGL No. 09-12. The assessment identified gaps, strengths and deficiencies in Arizona's Rapid Response service delivery.

Based on this information, the trainer developed effective strategies that included promoting early intervention to allow Rapid Response teams to develop the appropriate service delivery approach for the impacted employees as well as working proactively with business services in assisting employers. The state has a waiver which allows Rapid Response funds to be used for incumbent worker training in the context of layoff aversions activities. This waiver allows for a broader range of services to be provided to Dislocated Workers. These tools will provide direction on how to implement effective Rapid Response “roundtables” as Arizona moves forward in the implementation of its state workforce plan.

## COST EFFECTIVENESS

<i>Program</i>	<i>PY 2012 Participants</i>	<i>Cost per Participant</i>
<i>*Overall for all programs</i>	13,362	* <i>\$3,621.85</i>
<i>Adult Program</i>	5,770	<i>\$2,184.62</i>
<i>Dislocated Worker Program</i>	3,425	<i>\$4,923.52</i>
<i>Youth Program</i>	4,167	<i>\$3,095.00</i>

\*Overall includes Administration Expenses

Arizona expended WIA Title IB funds in the amount of \$48,395,195 (inclusive of administration expenses) to provide services and activities through the Arizona Workforce Connection One-Stop system for PY 2012. A total of 13,362 participants were served through formula funding provided to the 12 LWIAs. LWIAs also provided services to Arizona's businesses and impacted workers through Rapid Response funded activities by providing assistance with lay-offs and closures.

Based upon program performance, the expenditures per client appear adequate to meet the training needs of the WIA client population. The average cost per participant for the Youth and Dislocated Worker Program has increased from the PY 2011 levels. However, the average cost per participant for the Adult Program has decreased from the PY 2011 levels. The LWIAs have developed creative training arrangements with community organizations to provide opportunities for participants in order to address the increase in the number of clients seeking services.

Arizona continues to meet or exceed performance measures for WIA Title 1B. Monitoring activities conducted on both the programmatic and fiscal operations of the LWIAs indicate that the costs are reasonable and clients are receiving the services needed to re-enter or progress in the workforce.

## SERVICES TO VETERANS

The following highlights activities provided to Arizona's Veteran population during Program Year 2012:

### **RETURNING SERVICE MEMBERS OR RECENTLY SEPARATED VETERANS AS WIA TITLE IB DISLOCATED WORKERS**

The mission of the LWIAs is to develop and implement strategies in partnership with other workforce programs and community partners to identify potentially qualified returning military service members or recently separated veterans as Dislocated Workers. Once identified, LWIAs are required to determine the eligibility of such individuals as Dislocated Workers.

## **LOCAL VETERAN EMPLOYMENT REPRESENTATIVE AND DISABLED VETERAN OUTREACH PROGRAM REPRESENTATIVE**

DES, WIA Title IB and USDOL -Veterans Employment Training Services (VETS), under the provisions of United States Code, Title 38, Chapter 41 and Jobs for Veterans Act, PL 107-288 provided "Priority of Services" to Special Disabled Veterans, Disabled Veterans, Veterans, and Eligible Spouse in all Employment Services offices and One-Stop Centers.

Through the \$3,042,000 year-to-year, 100 percent federally funded grant from U.S. Department of Labor/Veterans Employment Training Services, the DES/EA employs 33 Disabled Veteran Outreach Program representatives (DVOPs) and 21 Local Veteran Employment Representatives (LVERs) statewide. The DVOP staff facilitated intensive services to veterans with special employment and training needs. DVOP staff may include any combination of the following services, but at a minimum the first two are required:

- Conduct an assessment (minimum requirement);
- Develop a plan of action which is documented (minimum requirement);
- Provide career guidance;
- Coordinate support services;
- Make job development contacts;
- Provide referrals for training;
- Make referrals to job openings; and
- Conduct follow-up at 30, 90, and 180 days after employment placement to assist in retention.

DVOP staff targeted their services to special disabled veterans, economically or educationally disadvantaged veterans, and veterans with other barriers to employment, especially homeless veterans.

LVER staff focused their efforts on developing relationships with employers in the community to facilitate providing job development services to job ready veterans.

For the reporting period October 1, 2011 through September 30, 2012, the total number of veterans and eligible persons seen by the DES Employment Administration was 19,875.

## **TRANSITION ASSISTANCE PROGRAM (TAP)**

The Transition Assistance Program (TAP) was established to meet the needs of separating service members during their period of transition into civilian life by offering job-search assistance and related services. TAP helps service members and their spouses make the initial transition from military service to the civilian workplace with less difficulty and less overall cost to the government. An independent national evaluation of the program estimated that service members who had participated in TAP, on average, found their first post-military job three weeks sooner than those who did not participate in TAP.

TAP consists of comprehensive three-day workshops at selected military installations nationwide. Professionally-trained workshop facilitators from the DES Employment Services (ES) LVER/DVOP staff, military family support services, USDOL contractors, or VETS staff present the workshops.

<b>LOCATION</b>	<b>SERVICES</b>
Fort Huachuca	LVER facilitated services to 336 Transitioning Services Members
Davis Monthan Air Force Base	LVER facilitated services to 576 Transitioning Services Members
Luke Air Force Base	DVOP facilitated services to 420 Transitioning Services Members
Marine Corps Air Station	LVER facilitated services to 312 Transitioning Services Members
National Guard and Reserve “Yellow Ribbon Program”	LVER/DVOP staff facilitated services to 1,555 Guard, Reserve and family members.

### **HOMELESS VETERANS “STAND DOWN”**

In times of war, exhausted combat units requiring time to rest and recover were removed from the battlefields to a place of relative security and safety. This action was called a “Stand Down.” At secure base camp areas, troops were able to take care of personal hygiene, get clean uniforms, enjoy warm meals, receive medical and dental care, mail and receive letters, and enjoy the camaraderie of friends in a safe environment.

Today, “Stand Down” refers to a grassroots, community-based intervention program designed to help the nation's estimated 62,619 homeless veterans who, on any given night, "combat" life on the streets. Homeless veterans are brought together in a single location for one-to-three days and are provided access to the community resources needed to begin addressing their individual problems and rebuilding their lives. LVER and DVOP staff assists in the development, coordination, and facilitation of “Stand Down” events in their locations.

<b>Stand Down</b>	<b>Number of Homeless Veterans</b>
Phoenix Stand Down	1,450
Tucson Stand Down	290
Prescott Stand Down	240
Yuma Stand Down	45

### **GOLD CARD INITIATIVE**

The Gold Card Initiative is a joint effort of the United States Department of Labor's Employment and Training Administration (ETA) and the Veterans' Employment and Training Service (VETS) created to ensure post-9/11 era service members were equipped to transition from the military back to the civilian workforce. The Gold Card provides post-9/11 era veterans intensive and follow-up services they need to succeed in today's job market. The collaboration between the VETS-funded programs and the One-Stop Career Centers will facilitate more post-9/11 veterans returning to the workforce when provided under the Veterans Priority of Service.



Arizona has embraced the Gold Card Initiative in all the One-Stop offices throughout the state. Upon obtaining a Gold Card, an eligible veteran can present the Gold Card at his/her local One-Stop Career Center to receive enhanced intensive services including six months of follow-up. All veterans are scheduled to meet with a DVOP staff member immediately upon presentation of their Gold Card. The DVOP staff conduct assessments to determine if the veteran meets eligibility for Title 38. Once eligibility is established, the veteran is provided an array of intensive services to include but not limited to:

- Job readiness assessment, including interviews and testing;
- Development of an Individual Development Plan (IDP);
- Career guidance through group or individual counseling that helps veterans in making training and career decisions;
- Provision of labor market, occupational and skills transferability information that inform educational, training, and occupational decisions;
- Referral to job banks, job portals and job openings;
- Referral to employers and registered apprenticeship sponsors;
- Referral to training by WIA-funded or third party service providers; and
- Monthly follow-up by an assigned case manager for six months.

DVOP staff are required to register veterans in Arizona Job Connection (AJC) and record all services provided including the 30, 60, 90, and 180 day follow-up services in the case notes. Manual and automated reports are generated to ensure the staff conducts timely follow-ups. At any time it is discovered that the veteran needs additional services, a re-assessment is completed and intensive services are provided.

DVOP and LVER staff promoted a variety of additional initiatives this year including the Work Opportunity Tax Credit (WOTC). The following table summarizes the number of hiring events conducted during PY 2012:

Event Type	No. of Events
Job Fairs	88
Hire Our Heroes	14
Heros2Hire	7
Yellow Ribbon	19

## REPORTING

The AJC is a state-specific case management system that Arizona DES uses by contracting with America’s Job Link Alliance (AJLA) for its workforce system information. The AJLA is currently supplying variations of this workforce software to 23 other states. AJC creates a file that is used to report WIA data to the USDOL/ETA. The WIA data is reported in aggregate form through the ETA Data Reporting and Validation System (DRVS) in compliance with the USDOL to ensure both the accuracy and uniformity of the reported data in compliance with

reporting requirements and USDOL. WIA data shall continue to be reviewed by USDOL as part of the data validation required activity.

## **FISCAL**

Arizona ensures that all required elements are reported uniformly so a state-by-state comparison can be made. The only acceptable form to report all program related expenditures is the “Contractor Accrued Expenditure and Cash Draw Reimbursement Report” and local areas use the accrual method of reporting. It is also understood that all program expenditures will comply with OMB Circular A-87 for governmental entities, Public Law; 105-220 of the 105<sup>th</sup> Congress referred to as the Workforce Investment Act of 1998.

## **FIVE PERCENT DISCRETIONARY FUNDS**

The Full-Year Continuing Appropriations Act, 2011 (Public Law 112-10, Division B, Titles I and VIII) decreased the base portion of Adult and Dislocated Worker funding states were expected to receive on July 1 and decreased the portion of the formula grant funds the Governors may reserve for statewide activities from 15 percent to five percent. As a result, states were authorized to reserve for state administration no more than five percent of the total allotment for WIA Youth, Adult and Dislocated Worker Programs. These funds were used for required statewide activities which included:

- **Disseminating Eligible Training Provider List (ETPL) web-site:** A portion of the funds were used to maintain and continuously update the ETPL web-site with the most current information on training programs and providers in order to give individuals a variety of training programs and occupational choices customized to their needs.
- **Provide technical assistance to LWIAs that fail to meet performance measures:** Technical assistance and capacity building funds were provided to assist LWIAs who have failed to meet or may fail to meet performance levels in any of their program initiatives. DES also provided technical assistance to LWIAs by evaluating their data to enable them to improve performance levels.
- **Provide incentive grants:** Incentive funds were not allocated to local areas due to the reduction of statewide activity funding from 15 percent to five percent (See Waivers).
- **Evaluation of WIA activities for Youth/Adult/Dislocated Worker and promote methods for achieving high-level performance:** Technical assistance was provided through conferences with workshops conducted by DES and federal speakers. WIA staff from local areas exchanged information about effective, innovative methods used to provide services to WIA participants and achieve high levels of performance.

- **Provide additional assistance to local areas that have a high concentration of eligible youth:** Funds were not allocated to local areas due to the reduction of statewide activity funding from 15 percent to five percent (See Waivers).
- **Operating a fiscal and management accountability system:** Updated and maintained internal database systems used for MIS, evaluating performance measures and tracking expenditures.
- **Submitting required state and federal reports:** Existing database systems were updated to meet the state and federal reporting requirements.
- **Rapid Response activities:** Established a state-level Rapid Response point of contact to monitor statewide Rapid Response activities which are carried out by local workforce area coordinators. Funding was provided for maintaining an automated system for accessing rapid response activities information.

*Note: Some of the above State-wide mandated activities were partly funded by the PY10/FY11 -10 percent discretionary funds.*

Optional activities funded by five percent discretionary funds included:

- Ø AJC: The implementation of AJC, the new case management system, was funded in part by WIA five percent discretionary funds.
- Ø Arizona Apprenticeship Program activities.

Arizona received Section 503 (Title V) Incentive funds for exemplary performance based on PY 2010 outcomes. These funds were allocated to LWIAs based on exceeding negotiated levels of performance in the prior year.

## STATE EVALUATION ACTIVITIES

### CUSTOMER SATISFACTION SURVEYS

The USDOL has mandated the survey of two customer groups for the WIA performance calculation. The two groups are the employer and exiter communities. The USDOL requires all surveys to contain three specific questions on a “1 to 10” scale with one (1) being the lowest and ten (10) being the highest.

The employer populations surveyed are those employers who registered or received some service within a specific timeframe prior to the survey. The exiter populations are those clients who have exited from the WIA program and are no longer receiving services, but are still in a follow-up status.

Customer Satisfaction outcomes are reported at the State level. A summary of the outcomes can be found in Table A-“State Performance Table” in this report.

## **BALANCED SCORECARD**

The Balanced Scorecard is a performance measurement tool designed to measure the right things—not merely measure things right—and to focus on business measures not required by the U.S. Department of Labor. The Balanced Scorecard will provide evidence-based quantifiable information that can be used to continuously improve services to business customers.

A team of State and Local workforce system partners will create the Scorecard and advise the Workforce Arizona Council (WAC) on measures to consider. The Balance Scorecard is a performance management dashboard that has been drafted to measure financial performance, customer service, internal business processes, and staff performance on a quarterly basis.

By quantifying goals it will ensure that the system is effectively providing and creating a workforce that meets the needs of employers in every industry. The baseline numbers will be used to set goals and compared to the quarterly results. Members of the WAC’s Quality Assurance Committee are currently reviewing the drafted scorecard and prioritizing the measurements by considering their importance and the ease of data collected for calculations. It is anticipated that the data collected will help businesses understand the features and benefits of the support provided through the Arizona workforce system and partner agencies.

## **COMMON MEASURES**

Common measures permits the State of Arizona to replace the existing 17 measures (15 statutory and two customer satisfaction) with the Common Measures delineated in Training and Employment Guidance Letter 17-05. For Program Year (PY) 2013, the State of Arizona will be operating under the following nine Common Measures:

<b>Adult</b>	<b>Dislocated Workers</b>	<b>Youth</b>
Entered Employment	Entered Employment	Placement in Employment or Education
Retention	Retention	Attainment of a Degree or Certificate
Average Earnings	Average Earnings	Youth Literacy and Numeracy Gains for Youth

Although customer satisfaction measures and performance accountability will no longer apply under Common Measures, the State of Arizona understands that customer satisfaction activities and reporting is still required and will be included in the WIA Annual Report.

In preparation for the transition to Common Measures, the DES WIA Section conducted an overview of the Common Measures via web conference with the LWIAs. Emphasis was placed on the Youth Program measures. This web conference was followed up by three in-person state

regional technical assistance sessions in which DES WIA Section staff met with LWIA staff to provide a more in-depth understanding of the Common Measures. Approximately 125 LWIA and provider staff attended the sessions.

## **CORE SERVICE PILOT**

In September, 2012, the Division of Employment and Rehabilitation Services/Employment Administration staff met with representatives of the local workforce investment areas (LWIA) to discuss functionality concerns regarding the AZ Job Connection (AJC) automated system.

One of the primary issues resulting from these discussions was the inability of LWIA staff to provide a basic core service, specifically job referrals for customers who were not to be enrolled in WIA Title 1B programs for various reasons, to job orders with suppressed referral information at the employer's request. This issue appeared to be more significant in rural areas where an Employment Service staff person may not be readily available to complete such a referral. A "seamless" service delivery mechanism was needed. In order to address this issue, the Core Service Task Force was created.

- Establish a referral process for WIA staff to refer non-WIA Title 1B customers to public-limited and private job orders posted in AJC;
- Ensure AJC is used to capture WIA job referral performance activities/outcomes;
- Evaluate One-Stop Center processes and how Core Services are delivered/coordinated; and
- Integrate "stand alone" job boards operated by various local workforce areas into AJC.

In order to accomplish the stated objectives, it was necessary to create new roles in AJC for LWIA staff and train this staff so that they could create Employment Service enrollments for job referral purposes. Staff would also be trained on how to enter job orders into AJC and "result" (closeout) the job orders.

The Task Force agreed to "meet" via web conference with the targeted goal of having the selected LWIA staff being assigned Employment Service roles in AJC by January 1, 2013. The Employment Administration's Support Unit's (EASU) Training Section provided training to 14 LWIA staff via web conferencing. These staff represented the following LWIAs: Mohave/LaPaz, Navajo/Apache, Yuma, Yavapai Counties and Southeastern Arizona Workforce Connection.

Participating staff were surveyed at the end of the pilot. Results of the survey indicated that the pilot was successful in its impact on providing timely and seamless customer service and is being further evaluated to incorporate its practices statewide as Arizona pursues the development of functionally aligned service delivery model.

## DES DEMONSTRATION PROJECT

DES is leading a comprehensive and integrated effort to reinvent the safety net system. This new system will embody the vision of increasing the capacity of its consumers and, where possible, reduce their dependency on public supports.

The program-centric approach of the existing system is juxtaposed against a person-centric system where the emphasis is inverted to focus on the needs of the person being served. Benefits, goods and services are aligned based on the needs of the individual consumer so that programs of the safety net can then become tools in which the individuals' ability to attain their own level of self-sufficiency and freedom from the safety net are enhanced.

DES, with the support and engagement of the broader Arizona community, will implement this Demonstration Project in order to develop and refine this new construct. DES will also identify steps and resources needed for the shift from the existing safety net structure, culture and practice to the proposed model. The Demonstration Project will involve 1,000 individuals currently being served by DES programs, including the programs of the workforce system. The Department will also seek the advice of its [Academic Advisory Board](#), [Federal Policy Team](#) and [National Stakeholders Group](#) as it sets up and implements the Demonstration Project.

## PERFORMANCE DATA

To ensure data integrity, the DES WIA Section reviews each LWIA's quarterly performance utilizing the Data Reporting and Validation System (DRVS). This program detects and calculates performance warning and rejects errors. The WIA Section Field Operations Liaisons work throughout the year with assigned LWIAs to review WIA performance data and assist them in improving program operations and the collection of accurate data collection.

PY 2012 marks the last year Arizona will be using the statutory performance indicators. Starting with PY 2013, Arizona will use the nine WIA Title IB Common Measures. For the second year in a row, the State invited two LWIA Directors to participate in the annual performance measure negotiation with USDOL.

In setting performance goals for the LWIAs, the State sought to establish measures that were realistic, attainable, and demonstrate continuous improvement. Justification for each of the measures was considered relative to the economic conditions of the State of Arizona, past performance, and baseline data for each of the measures as well as methodology as identified by the USDOL.

As required by the USDOL, Arizona uses the USDOL technical specifications for calculating each of the WIA core indicators/measures and to develop the subsequent state and local baseline performance goals. Each local area was provided with the USDOL technical specifications and the state generated local area baseline data to conduct a validation process. Using this baseline information, the state requested from each LWIB the proposed level of performance for each of

the core indicators. If the level of performance deviated from the baseline generated by the USDOL methodology for the state, the LWIA was required to provide the documentation used to justify the proposed goals to include a review of past performance.

DES uses wages from the Unemployment Insurance (UI) Wage Record Interchange System (WRIS), and for the first time the Federal Employment Data Exchange System (FEDES) to calculate the employment based performance measures for the WIA Quarterly (9090) and Annual (9091) reports. These wages are also applied to the Employment Service (ES) (9002), Veterans (Vets) 200 reports and the Trade Adjustment Assistance (TAA) reports.

Negotiated levels of performance are evaluated using the following criteria:

- **Failed** if the final percentage is less than 80 percent of the negotiated performance measure target;
- **Met** if the final percentage is at 80-100 percent of the negotiated performance measure target; and
- **Exceeded** if the percentage is above the 100 percent of the negotiated performance measure target.

Performance measures and associated goals for PY 2012 WIA Title IB were:

<b>Adult</b>	
Entered Employment Rate	73.5%
Employment Retention Rate	84.0%
Average Earnings	\$12,600
Employment and Credential Rate	66.0%
<b>Dislocated Worker</b>	
Entered Employment Rate	83.0%
Employment Retention Rate	87.5%
Average Earnings	\$16,400
Employment and Credential Rate	72.0%
<b>Older Youth</b>	
Entered Employment Rate	73.0%
Employment Retention Rate	82.0%
Earnings Change	\$4,050
Credential Rate	50.0%
<b>Younger Youth</b>	
Skill Attainment Rate	83.0%
Diploma Rate	68.0%
Retention Rate	66.0%

# STATE PERFORMANCE TABLES

**Table A – Workforce Investment Act Customer Satisfaction Results**

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level- American Customer Satisfaction Index	# of Surveys Completed	# of Customers Eligible for the Survey	# of Customers included in the Sample	Response Rate	% Goal Achieved
Participants	80.0%	83.1%	807	850	850	94.9%	118.6%
Employers	71.0%	68.1%	502	541	541	92.8%	130.7%

**Table B – Adult Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rate	73.5%	75.0%	102.0%
		1,793	
Employment Retention Rate	84.0%	84.0%	100.0%
		1,875	
Average Earnings	\$12,600	\$13,217	104.9%
		\$23,592,813	
Employment and Credential Rate	66.0%	66.5%	100.8%
		1,247	
		1,874	

**Table C – Outcomes for Adult Special Populations**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services	Veterans	Individuals with Disabilities	Older Individuals
Entered Employment Rate	73.6%	76.1%	52.5%	67.2%
			32	207
Employment Retention Rate	82.6%	79.7%	78.4%	82.9%
			29	194
Average Earnings Rate	\$11,590	\$15,297	\$8,516	\$13,338
			\$238,453	\$2,427,544
Employment and Credential Rate	66.1%	66.2%	56.3%	61.3%
			18	130
			32	212



Table D – Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	77.1 %	1,069	72.0%	724
		1,386		1,005
Employment Retention Rate	84.8%	1,119	82.9%	756
		1,320		912
Average Earnings Rate	\$14,058	\$14,845,729	\$11,998.7	\$8,747,084
		1,056		729

Table E – Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level		% Goal Achieved
Entered Employment Rate	83.0%	81.3%	1,758	98.0%
			2,162	
Employment Retention Rate	87.5%	89.1%	1,742	101.8%
			1,956	
Average Earning	\$16,400	\$16,463	\$26,438,755	100.4%
Employment and Credential Rate	72.0%	70.2%	1,606	97.5%
			903	
			1,286	

Table F – Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	83.5%	152	70.6%	12	74.7%	355	84.6%	44
		182		17		475		52
Employment Retention Rate	85.8%	115	76.9%	10	86.3%	327	86.8%	46
		134		13		379		53
Average Earnings	\$20,109	\$2,091,361	\$14,676	\$146,757	\$16,624	\$5,103,465	\$9,724	\$398,665
Employment and Credential Rate	74.1%	86	77.8%	7	67.2%	172	81.6%	31
		116		9		256		38

Table G – Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	82.8%	1,051	79.3%	707
		1,270		892
Employment Retention Rate	88.2%	1,051	90.3%	691
		1,191		765
Average Earnings	\$16,634	\$15,852,168	\$16,212	\$10,586,587
		953		653

Table H.1 – Youth (14-21) Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level		% Goal Achieved
Placement in Employment or Education	N/A	63.2%	943	N/A
			1,493	
Attainment of Degree or Certificate	N/A	64.6%	1,005	N/A
			1,555	
Literacy and Numeracy Gains	N/A	46.9%	283	N/A
			604	

**Table H.2 – Older Youth (19-21) Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rate	73.0%	71.2%	366
			514
Employment Retention Rate	82.0%	84.7%	376
			444
Six Months Earnings Increase	\$4,050	\$4,648	\$1,882,290
			405
Credential Rate	50.0%	46.6%	304
			653

**Table I – Outcomes for Older Youth Special Populations**

Reported Information	Public Assistance Recipients	Veterans	Individuals with Disabilities	Out-of-School Youth
Entered Employment Rate	67.5%	0%	60.0%	179
				265
Employment Retention Rate	80.9%	100.0%	68.4%	0
				1
Six Months Earnings Increase	\$4,366	\$17,426	\$5,350	13
				19
Credential Rate	41.8%	100.0%	37.5%	\$720,414
				165
				\$85,603
				15
				\$4,504
				40
				\$1,621,445
				256
				320
				554

**Table J – Younger Youth (14-18) Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Skill Attainment Rate	83.0%	82.9%	1,932
			2,331
Youth Diploma or Equivalent Rate	68.0%	71.1%	589
			828
Retention Rate	66.0%	67.7%	632
			934

**Table K – Outcomes for Younger Youth Special Populations**

Reported Information	Public Assistance Recipients	Individuals with Disabilities	Out-of-School Youth
Skill Attainment Rate	82.1%	83.9%	1,145
			1,394
Youth Diploma or Equivalent Rate	67.8%	75.4%	146
			43
Retention Rate	66.7%	51.4%	57
			36
			250
			403

Table L – Other Reported Information

Reported Information	12 Month Employment Retention Rate		12 Month Earning Increase (Adults & Older Youth) or 12 Months Earning Replacement (Dislocated Workers)		Placements for Participants in Non-traditional Employment		Wages at Entry into Employment for those who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	75.7%	1,525	\$5,002	\$9,082,959	5.0%	90	\$5,321	\$8,959,916	44.3%	474
		2,014		1,816		1,793		1,684		1,069
Dislocated Workers	81.0%	1,626	\$108	\$25,546,189	1.2%	21	\$7,137	\$11,861,643	39.8%	418
		2,008		23,703,225		1,758		1,662		1,051
Older Youth	74.6%	335	\$4,275	\$1,731,274	1.4%	5	\$3,274	\$1,060,915		
		449		405		366		324		

Table M – Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	87,270	80,968
Total Adult Self-Service	78,099	75,641
WIA Adult	83,869	78,902
Actual WIA Adults Served	5,770	3,261
WIA Dislocated Worker	3,425	2,082
Total Youth (14-21)	4,167	1,705
Younger Youth (14-18)	2,793	1,076
Older Youth (19-21)	1,374	629
Out-of-School Youth	2,045	989
In-School Youth	2,122	716

Table N – Cost of Program Activities

Program Activity	Total Federal Spending	
Local Adults	\$12,605,245	
Local Dislocated Workers	16,863,072	
Local Youth	12,896,859	
Rapid Response (up to 25%) §134 (a) (2)(A)	2,522,801	
Statewide Required Activities (up to 15%) §134(a)(2)(B)	1,005,252	
Statewide Allowable Activities §134(a)(3)	<b>Program Activity Description</b>	
	State Administration	2,189,660
	Demonstration Projects	312,306
<b>Total of All Federal Spending Listed Above</b>	<b>\$48,395,195</b>	

# LOCAL WORKFORCE INVESTMENT AREAS PERFORMANCE TABLES

Table O – Local Performance

<b>Coconino County</b>	Total Participants Served	Adults	3,075
		Dislocated Workers	13
		Older Youth	9
		Younger Youth	32
ETA Assigned # <u>04065</u>	Total Exiters	Adults	2,832
		Dislocated Workers	9
		Older Youth	6
		Younger Youth	9

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rates	Adults	74.0%	100.0%	135.1%
	Dislocated Workers	84.0%	89.5%	106.5%
	Older Youth	75.0%	100.0%	133.3%
Retention Rates	Adults	85.0%	93.1%	109.5%
	Dislocated Workers	84.0%	90.0%	107.1%
	Older Youth	82.0%	75.0%	91.5%
	Younger Youth	70.0%	73.3%	104.7%
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$12,500	\$17,018	136.1%
	Dislocated Workers	\$13,120	\$23,172	176.6%
	Older Youth	\$3,000	\$1,828	60.9%
Credential/Diploma Rates	Adults	55.0%	47.8%	86.9%
	Dislocated Workers	65.0%	60.0%	92.3%
	Older Youth	49.5%	71.4%	144.2%
	Younger Youth	75.0%	100.0%	133.3%
Skill Attainment Rate	Younger Youth	83.0%	100.0%	120.5%
Placement in Employment or Education	Youth (14-21)	N/A	90.9%	0.0%
Attainment of Degree or Certificate	Youth (14-21)	N/A	93.8%	0.0%
Literacy or Numeracy Gains	Youth (14-21)	N/A	0.0%	0.0%
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>1</b>	<b>3</b>	<b>11</b>

Table O – Local Performance

<b>Gila/Pinal Counties</b>	Total Participants Served	Adults	5,663
		Dislocated Workers	*
		Older Youth	74
		Younger Youth	95
ETA Assigned # <u>04010</u>	Total Exiters	Adults	5,313
		Dislocated Workers	*
		Older Youth	26
		Younger Youth	25

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rates	Adults	73.5%	69.4%	94.4%
	Dislocated Workers*	See REPAC-Table O		
	Older Youth	74.0%	72.4%	97.8%
Retention Rates	Adults	84.0%	86.7%	103.2%
	Dislocated Workers*	See REPAC-Table O		
	Older Youth	82.0%	95.2%	116.1%
	Younger Youth	65.0%	89.5%	137.7%
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$12,600	\$11,952	94.9%
	Dislocated Workers*	See REPAC-Table O		
	Older Youth	\$4,050	\$6,272	154.9%
Credential/Diploma Rates	Adults	66.6%	48.8%	73.3%
	Dislocated Workers*	See REPAC-Table O		
	Older Youth	55.0%	41.0%	74.5%
	Younger Youth	68.0%	60.0%	88.2%
Skill Attainment Rate	Younger Youth	83.0%	72.5%	87.3%
Placement in Employment or Education	Youth (14-21)	N/A	64.6%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	52.9%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	23.1%	
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>2</b>	<b>5</b>	<b>4</b>

\* The Re-Employment and Pre-Layoff Assistance Center (REPAC), is the entity that administers the Dislocated Worker Program on behalf of five local area consortiums that includes Gila/Pinal and Nineteen Tribal Nations. (Also see Table-O – REPAC Dislocated Worker Consortium.)

Table O – Local Performance

<b>Maricopa County</b>	Total Participants Served	Adults	18,936
		Dislocated Workers	800
		Older Youth	254
		Younger Youth	422
ETA Assigned # <u>04035</u>	Total Exiters	Adults	19,008
		Dislocated Workers	561
		Older Youth	140
		Younger Youth	226

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved		
Entered Employment Rates	Adults	73.5%	73.8%	100.4%		
	Dislocated Workers	76.1%	80.3%	105.5%		
	Older Youth	68.9%	74.3%	107.8%		
Retention Rates	Adults	84.0%	86.3%	102.7%		
	Dislocated Workers	85.6%	87.6%	102.3%		
	Older Youth	80.0%	83.5%	104.4%		
	Younger Youth	65.0%	66.0%	101.5%		
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$12,600	\$13,463	106.8%		
	Dislocated Workers	\$15,600	\$18,090	116.0%		
	Older Youth	\$3,645	\$4,631	127.1%		
Credential/Diploma Rates	Adults	66.0%	69.9%	105.9%		
	Dislocated Workers	72.0%	75.2%	104.4%		
	Older Youth	50.0%	48.1%	96.2%		
	Younger Youth	70.0%	69.9%	99.9%		
Skill Attainment Rate	Younger Youth	83.0%	78.3%	94.3%		
Placement in Employment or Education	Youth (14-21)	N/A	63.8%			
Attainment of Degree or Certificate	Youth (14-21)	N/A	64.5%			
Literacy or Numeracy Gains	Youth (14-21)	N/A	59.9%			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>0</b>	<b>Met</b>	<b>3</b>	<b>Exceeded</b>	<b>12</b>

Table O – Local Performance

<b>Mohave/La Paz Counties</b>	Total Participants Served	Adults	4,474
		Dislocated Workers	82
		Older Youth	29
		Younger Youth	137
ETA Assigned # <u>04070</u>	Total Exiters	Adults	4,293
		Dislocated Workers	30
		Older Youth	14
		Younger Youth	30

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved		
Entered Employment Rates	Adults	73.5%	81.4%	110.7%		
	Dislocated Workers	75.0%	88.9%	118.5%		
	Older Youth	72.0%	87.5%	121.5%		
Retention Rates	Adults	84.0%	80.3%	95.6%		
	Dislocated Workers	86.5%	100.0%	115.6%		
	Older Youth	82.0%	80.0%	97.6%		
	Younger Youth	65.0%	67.6%	104.0%		
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$11,500	\$13,559	117.9%		
	Dislocated Workers	\$13,500	\$14,179	105.0%		
	Older Youth	\$4,050	\$5,734	141.6%		
Credential/Diploma Rates	Adults	60.0%	79.5%	132.5%		
	Dislocated Workers	70.0%	83.3%	119.0%		
	Older Youth	49.0%	66.7%	136.1%		
	Younger Youth	68.0%	67.9%	99.9%		
Skill Attainment Rate	Younger Youth	83.0%	77.8%	93.7%		
Placement in Employment or Education	Youth (14-21)	N/A	74.3%			
Attainment of Degree or Certificate	Youth (14-21)	N/A	76.3%			
Literacy or Numeracy Gains	Youth (14-21)	N/A	16.7%			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>0</b>	<b>Met</b>	<b>4</b>	<b>Exceeded</b>	<b>11</b>

Table O – Local Performance

<b>Navajo/Apache Counties</b>	Total Participants Served	Adults	3,409
		Dislocated Workers	39
		Older Youth	7
		Younger Youth	7
ETA Assigned # <u>04095</u>	Total Exiters	Adults	3,054
		Dislocated Workers	22
		Older Youth	3
		Younger Youth	4

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rates	Adults	73.5%	100.0%	136.1%
	Dislocated Workers	83.0%	80.0%	96.4%
	Older Youth	72.0%	100.0%	138.9%
Retention Rates	Adults	84.0%	100.0%	119.0%
	Dislocated Workers	87.5%	100.0%	114.3%
	Older Youth	77.0%	100.0%	129.9%
	Younger Youth	65.0%	100.0%	153.8%
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$12,600	\$12,839	101.9%
	Dislocated Workers	\$14,760	\$25,693	174.1%
	Older Youth	\$3,300	\$8,342	252.8%
Credential/Diploma Rates	Adults	66.0%	80.0%	121.2%
	Dislocated Workers	71.0%	80.0%	112.7%
	Older Youth	50.0%	0.0%	0.0%
	Younger Youth	62.0%	100.0%	161.3%
Skill Attainment Rate	Younger Youth	83.0%	83.3%	100.4%
Placement in Employment or Education	Youth (14-21)	N/A	75.0%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	75.0%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	0.0%	
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>1</b>	<b>1</b>	<b>13</b>



Table O – Local Performance

<b>Nineteen Tribal Nations</b>	Total Participants Served	Adults	331
		Dislocated Workers	*
		Older Youth	96
		Younger Youth	246
ETA Assigned # 04090	Total Exiters	Adults	139
		Dislocated Workers	*
		Older Youth	57
		Younger Youth	101

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rates	Adults	71.0%	73.9%	104.1%
	Dislocated Workers*	See REPAC-Table O		
	Older Youth	71.0%	75.0%	105.6%
Retention Rates	Adults	83.0%	84.9%	102.3%
	Dislocated Workers*	See REPAC-Table O		
	Older Youth	85.0%	90.5%	106.5%
	Younger Youth	60.0%	61.0%	101.7%
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$11,000	\$9,712	88.3%
	Dislocated Workers*	See REPAC-Table O		
	Older Youth	\$4,050	\$6,785	167.5%
Credential/Diploma Rates	Adults	62.5%	57.0%	91.2%
	Dislocated Workers*	See REPAC-Table O		
	Older Youth	43.0%	39.7%	92.3%
	Younger Youth	68.0%	71.1%	104.6%
Skill Attainment Rate	Younger Youth	83.0%	84.4%	101.7%
Placement in Employment or Education	Youth (14-21)	N/A	55.2%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	65.9%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	3.0%	
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>0</b>	<b>Met</b>	<b>3</b>
			<b>Exceeded</b>	<b>8</b>

\* The Re-Employment and Pre-Layoff Assistance Center (REPAC), is the entity that administers the Dislocated Worker Program on behalf of five local area consortiums that includes Gila/Pinal and Nineteen Tribal Nations. (Also see Table-O – REPAC Dislocated Worker Consortium.)

Table O – Local Performance

<b>Phoenix, City of</b>	Total Participants Served	Adults	16,109
		Dislocated Workers	669
		Older Youth	327
		Younger Youth	517
ETA Assigned # <u>04025</u>	Total Exiters	Adults	15,639
		Dislocated Workers	460
		Older Youth	122
		Younger Youth	217

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rates	Adults	76.0%	72.2%	95.0%
	Dislocated Workers	85.0%	76.5%	90.0%
	Older Youth	72.4%	66.4%	91.7%
Retention Rates	Adults	85.0%	82.4%	96.9%
	Dislocated Workers	90.0%	88.6%	98.4%
	Older Youth	82.5%	84.4%	102.3%
	Younger Youth	66.0%	63.2%	95.8%
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$13,500	\$14,556	107.8%
	Dislocated Workers	\$17,000	\$18,911	111.2%
	Older Youth	\$4,000	\$3,456	86.4%
Credential/Diploma Rates	Adults	66.2%	64.9%	98.0%
	Dislocated Workers	72.0%	69.9%	97.1%
	Older Youth	50.0%	45.7%	91.4%
	Younger Youth	68.0%	83.6%	122.9%
Skill Attainment Rate	Younger Youth	83.0%	81.8%	98.6%
Placement in Employment or Education	Youth (14-21)	N/A	62.6%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	59.0%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	35.8%	
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>0</b>	<b>11</b>	<b>4</b>

Table O – Local Performance

<b>Pima County</b>	Total Participants Served	Adults	12,259
		Dislocated Workers	1,309
		Older Youth	382
		Younger Youth	818
ETA Assigned # 04030	Total Exiters	Adults	10,926
		Dislocated Workers	726
		Older Youth	161
		Younger Youth	274

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rates	Adults	71.5%	75.1%	105.0%
	Dislocated Workers	83.0%	79.9%	96.3%
	Older Youth	72.5%	67.0%	92.4%
Retention Rates	Adults	82.5%	77.8%	94.3%
	Dislocated Workers	85.7%	88.0%	102.7%
	Older Youth	80.1%	76.8%	95.9%
	Younger Youth	62.0%	66.2%	106.8%
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$12,600	\$11,784	93.5%
	Dislocated Workers	\$15,000	\$14,443	96.3%
	Older Youth	\$3,645	\$4,844	132.9%
Credential/Diploma Rates	Adults	66.5%	64.2%	96.5%
	Dislocated Workers	71.0%	64.1%	90.3%
	Older Youth	42.5%	39.0%	91.8%
	Younger Youth	68.0%	69.5%	102.2%
Skill Attainment Rate	Younger Youth	81.5%	82.0%	100.6%
Placement in Employment or Education	Youth (14-21)	N/A	59.9%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	69.0%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	5.7%	
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>0</b>	<b>9</b>	<b>6</b>

Table O – Local Performance

<b>REPAC Dislocated Worker Consortium*</b>	Total Participants Served	Dislocated Workers	208
ETA Assigned # <u>04010</u>	Total Exiters	Dislocated Workers	58

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rates	Dislocated Workers	83.0%	91.6%	110.4%
Retention Rates	Dislocated Workers	87.5%	98.0%	112.0%
Average Earnings (Adults/DWs)	Dislocated Workers	\$15,000	\$16,986	113.2%
Credential/Diploma Rates	Dislocated Workers	72.0%	66.0%	91.7%
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>0</b>	<b>1</b>	<b>3</b>

\* The Dislocated Worker statistics reflected in this chart are those of the Re-Employment and Pre-Layoff Assistance Center (REPAC). This entity administers the Dislocated Worker program on behalf of five local areas that includes Gila/Pinal and Nineteen Tribal Nations.

Table O – Local Performance

<b>Santa Cruz County</b>	Total Participants Served	Adults	830
		Dislocated Workers	13
		Older Youth	5
		Younger Youth	60
ETA Assigned # <u>04040</u>	Total Exiters	Adults	892
		Dislocated Workers	12
		Older Youth	9
		Younger Youth	54

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rates	Adults	70.5%	59.1%	83.8%
	Dislocated Workers	74.7%	100.0%	133.9%
	Older Youth	66.0%	58.3%	88.3%
Retention Rates	Adults	83.0%	89.5%	107.8%
	Dislocated Workers	82.0%	100.0%	122.0%
	Older Youth	80.0%	100.0%	125.0%
	Younger Youth	65.0%	77.4%	119.1%
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$11,340	\$12,118	106.9%
	Dislocated Workers	\$13,120	\$14,991	114.3%
	Older Youth	\$3,400	\$3,230	95.0%
Credential/Diploma Rates	Adults	66.0%	64.7%	98.0%
	Dislocated Workers	70.0%	14.3%	20.4%
	Older Youth	41.0%	35.7%	87.1%
	Younger Youth	61.2%	41.7%	68.1%
Skill Attainment Rate	Younger Youth	75.0%	86.0%	114.7%
Placement in Employment or Education	Youth (14-21)	N/A	48.5%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	56.9%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	0.0%	
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>2</b>	<b>5</b>	<b>8</b>

Table O – Local Performance

<b>Southeastern Arizona Workforce Connection</b>	Total Participants Served	Adults	2,613
		Dislocated Workers	76
		Older Youth	69
		Younger Youth	174
ETA Assigned # <u>04005</u>	Total Exiters	Adults	2,321
		Dislocated Workers	23
		Older Youth	17
		Younger Youth	19

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rates	Adults	73.5%	78.1%	106.3%
	Dislocated Workers	78.0%	85.7%	109.9%
	Older Youth	73.0%	69.2%	94.8%
Retention Rates	Adults	84.0%	87.8%	104.5%
	Dislocated Workers	87.5%	88.0%	100.6%
	Older Youth	82.0%	100.0%	122.0%
	Younger Youth	65.0%	80.0%	123.1%
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$12,600	\$17,055	135.4%
	Dislocated Workers	\$16,000	\$21,398	133.7%
	Older Youth	\$4,000	\$6,914	172.9%
Credential/Diploma Rates	Adults	66.0%	71.9%	108.9%
	Dislocated Workers	72.0%	85.0%	118.1%
	Older Youth	50.0%	60.9%	121.8%
	Younger Youth	68.0%	84.6%	124.4%
Skill Attainment Rate	Younger Youth	83.0%	89.5%	107.8%
Placement in Employment or Education	Youth (14-21)	N/A	79.3%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	70.0%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	0.0%	
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>0</b>	<b>1</b>	<b>14</b>

Table O – Local Performance

<b>Yavapai County</b>	Total Participants Served	Adults	5,142
		Dislocated Workers	97
		Older Youth	37
		Younger Youth	67
ETA Assigned # <u>04080</u>	Total Exiters	Adults	5,021
		Dislocated Workers	87
		Older Youth	19
		Younger Youth	21

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rates	Adults	74.0%	91.3%	123.4%
	Dislocated Workers	85.0%	94.7%	111.4%
	Older Youth	73.0%	100.0%	137.0%
Retention Rates	Adults	84.0%	98.5%	117.3%
	Dislocated Workers	87.5%	96.7%	110.5%
	Older Youth	80.0%	96.0%	120.0%
	Younger Youth	63.0%	77.4%	122.9%
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$12,100	\$14,418	119.2%
	Dislocated Workers	\$13,500	\$11,487	85.1%
	Older Youth	\$3,500	\$7,408	211.7%
Credential/Diploma Rates	Adults	70.0%	77.3%	110.4%
	Dislocated Workers	70.0%	76.8%	109.7%
	Older Youth	50.0%	78.3%	156.6%
	Younger Youth	64.5%	81.3%	126.0%
Skill Attainment Rate	Younger Youth	82.0%	89.5%	109.1%
Placement in Employment or Education	Youth (14-21)	N/A	88.6%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	81.6%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	0.0%	
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>0</b>	<b>1</b>	<b>14</b>

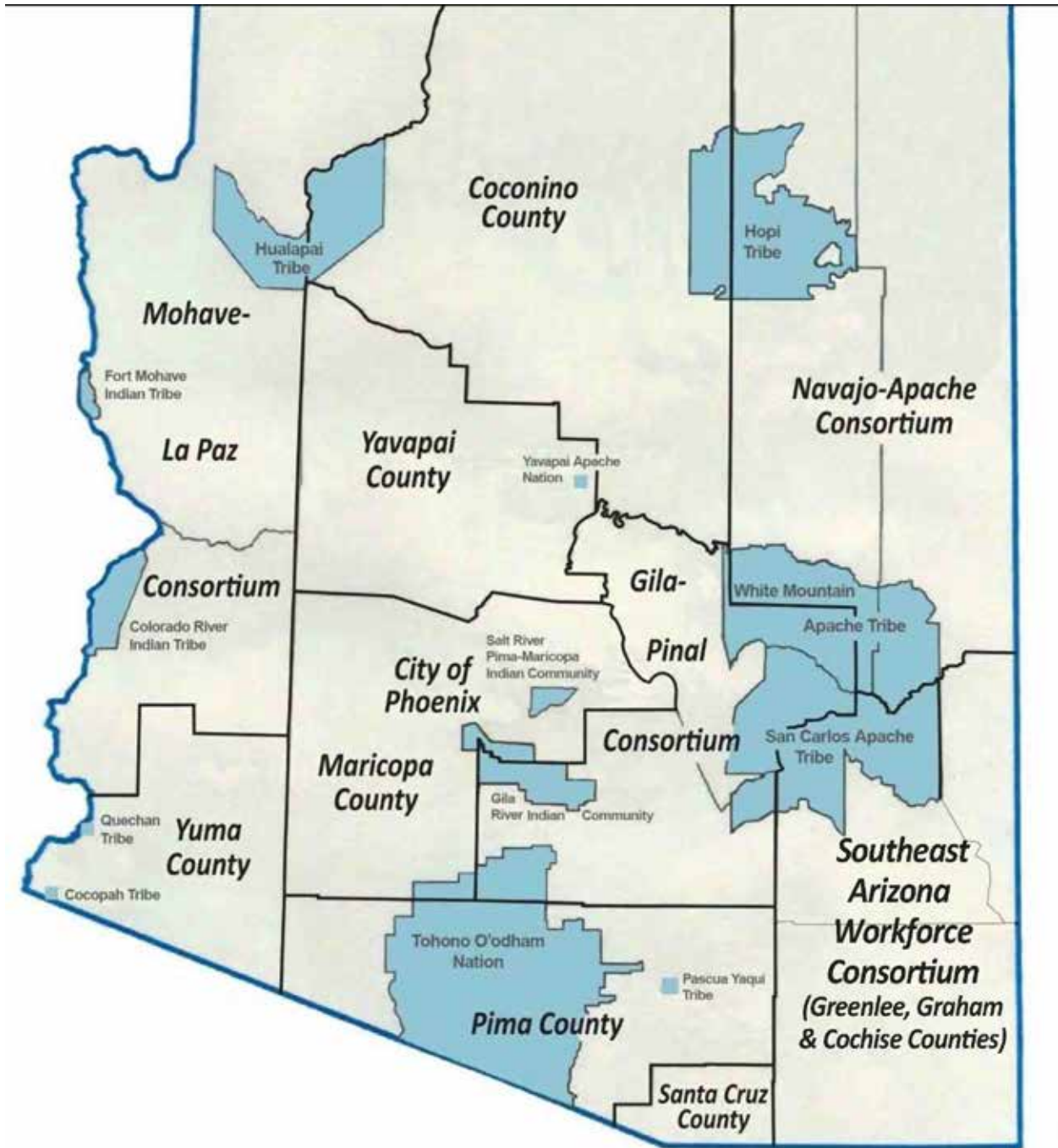
Table O – Local Performance

<b>Yuma County</b>	Total Participants Served	Adults	11,028
		Dislocated Workers	119
		Older Youth	85
		Younger Youth	218
ETA Assigned # <u>04045</u>	Total Exiters	Adults	9,464
		Dislocated Workers	94
		Older Youth	55
		Younger Youth	96

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rates	Adults	72.5%	78.5%	108.3%
	Dislocated Workers	80.0%	93.1%	116.4%
	Older Youth	73.0%	69.1%	94.7%
Retention Rates	Adults	82.0%	79.3%	96.7%
	Dislocated Workers	87.5%	86.0%	98.3%
	Older Youth	82.0%	80.3%	97.9%
	Younger Youth	65.0%	71.8%	110.5%
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$10,700	\$11,408	106.6%
	Dislocated Workers	\$13,120	\$11,184	85.2%
	Older Youth	\$3,500	\$3,005	85.8%
Credential/Diploma Rates	Adults	61.0%	60.7%	99.5%
	Dislocated Workers	70.0%	70.6%	100.9%
	Older Youth	50.0%	50.7%	101.4%
	Younger Youth	61.2%	71.0%	116.0%
Skill Attainment Rate	Younger Youth	83.0%	94.1%	113.4%
Placement in Employment or Education	Youth (14-21)	N/A	69.0%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	62.8%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	82.4%	
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>0</b>	<b>7</b>	<b>8</b>



# LOCAL WORKFORCE INVESTMENT AREAS STATEWIDE MAP



# LOCAL WORKFORCE INVESTMENT AREAS CONTACT INFORMATION

Local Workforce Investment Areas (LWIAs) were designated initially according to the guidelines outlined in the Workforce Investment Act (WIA). For PY 2012, there were 12 designated LWIAs to provide services in their local areas both directly and indirectly. LWIAs offer an array of services, as specified in their local plans and are accountable to the Local Workforce Investment Boards (LWIBs). The LWIBs are responsible for strategic planning, program oversight, and coordination of resources.

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# ADDENDUM

## **Addendum 1** – Training Program Credential Checklist