



DEPARTMENT OF ECONOMIC SECURITY

*Your Partner For A Stronger Arizona*

Janice K. Brewer  
Governor

Clarence H. Carter  
Director

SEP 27 2012

Ms. Virginia Hamilton  
Regional Administrator  
U.S. Department of Labor/ETA  
90 7th Street, Suite 17-300  
San Francisco, CA 94103

Dear Ms. Hamilton:

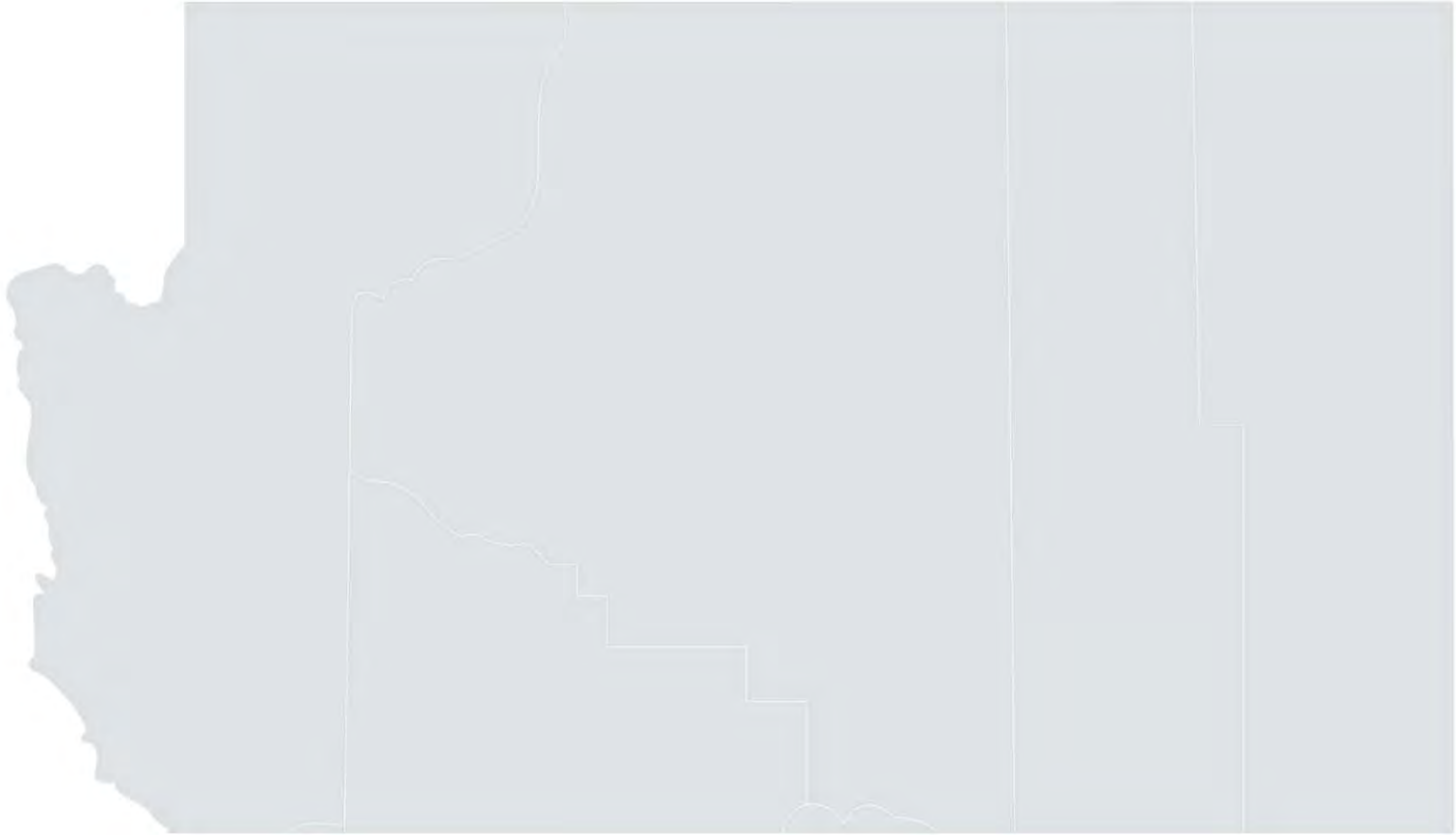
Enclosed for your approval is Arizona's Program Year 2011 Workforce Investment Act Title IB Annual Report.

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

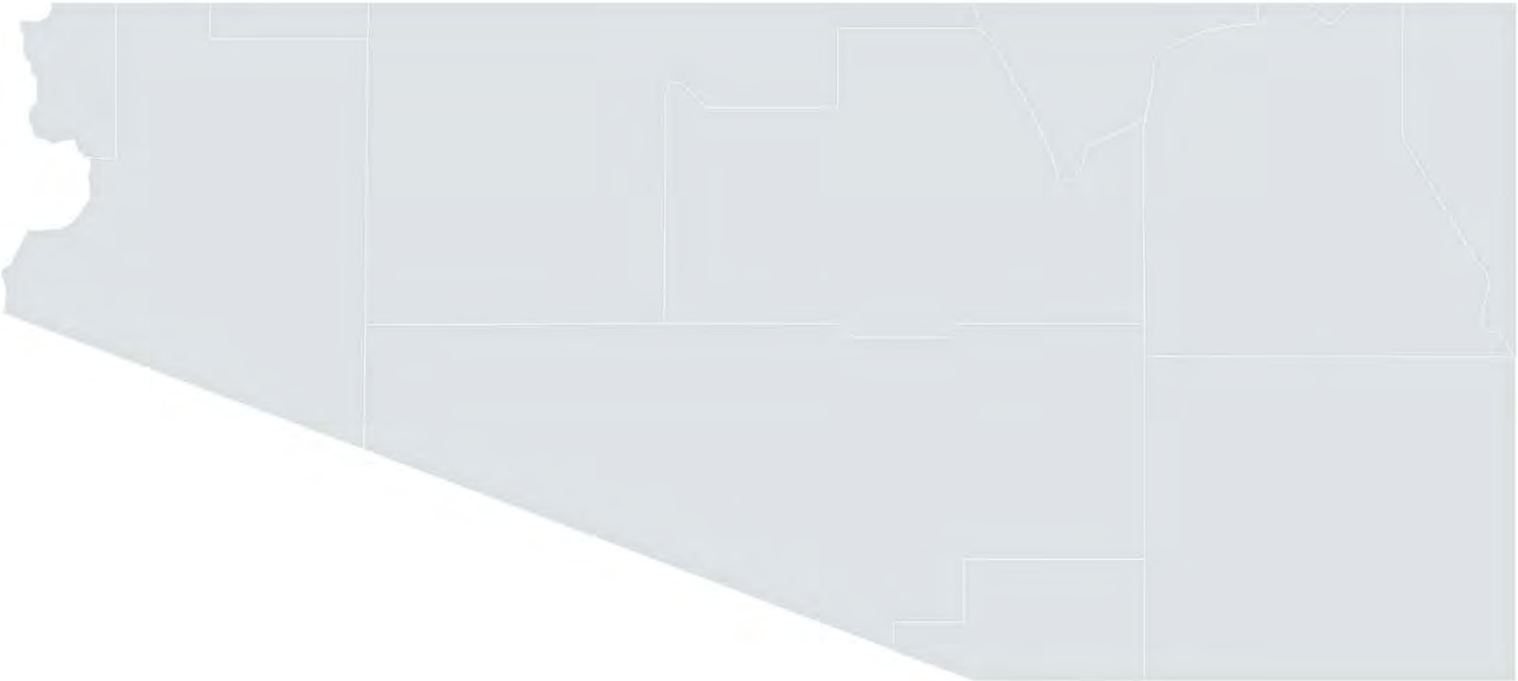
Enclosures



# ARIZONA Program Year 2011

WORKFORCE INVESTMENT ACT TITLE IB

ANNUAL REPORT



# TABLE OF CONTENTS

<b>GOVERNOR’S COUNCIL ON WORKFORCE POLICY LETTER</b>	<b>3</b>
<b>LIST OF ABBREVIATIONS</b>	<b>4</b>
<b>ARIZONA WORKFORCE CONNECTION</b>	<b>6</b>
<b>ARIZONA ECONOMIC ENVIRONMENT</b>	<b>7</b>
<b>WIA WAIVERS</b>	<b>12</b>
<b>WIA HIGHLIGHTS</b>	<b>13</b>
<b>COST EFFECTIVENESS</b>	<b>21</b>
<b>SERVICES TO VETERANS</b>	<b>21</b>
<b>REPORTING</b>	<b>24</b>
<b>STATE EVALUATION ACTIVITIES</b>	<b>25</b>
<b>PERFORMANCE DATA</b>	<b>31</b>
<b>STATE PERFORMANCE TABLES</b>	<b>33</b>
<b>LOCAL WORKFORCE INVESTMENT AREA PERFORMANCE TABLES</b>	<b>37</b>
<b>LOCAL WORKFORCE INVESTMENT AREA STATEWIDE MAP</b>	<b>52</b>
<b>LOCAL WORKFORCE INVESTMENT AREA CONTACT INFORMATION</b>	<b>53</b>

Sherman Jennings - Chairman  
Boeing

Dennis Anthony  
Central Arizona Project

Henry Aiba  
Pima County

Elaine Babcock  
Southwest Gas

Joseph Beers  
HR Betty

Margaret Belknap  
Northland Pioneer Community College

Alan Bunnell  
Pinnacle West Capital Corporation

Clarence Carter  
Arizona Department of Economic Security

Ron Curtis  
National Bank of Arizona

Donna Davis  
Expect More Arizona

Mark Dobbins  
SUMCO Phoenix Corporation

Rebekah Friend  
AFL-CIO

Rebecca Gau  
Governor's Office of Education Innovation

John Huppenthal  
State Superintendent of Public Instruction

Mary Hernandez Kaffer  
Hunt Law Firm, LTD

Frederick Lockhart  
Arizona Private School Association

Gary Marks  
Prescott Valley Economic Development  
Foundation

David Martin  
Arizona Chapter, Associated General  
Contractors

Martin "Buzz" Murphy  
Ironworkers

Tim Rango  
Seabab Metals Company

Tony Sissons  
Research Advisory Services, Inc.

Sandra Watson  
Arizona Commerce Authority

Mr. Stephan Zajac  
Prescio Consulting LLC



## Governor's Council on Workforce Policy

The Honorable Hilda Solis  
Secretary of Labor  
United States Department of Labor  
200 Constitution Avenue, NW  
Washington, DC 20210

Dear Secretary Solis:

On behalf of the Governor's Council on Workforce Policy (GCWP), I am pleased to present Arizona's Workforce Investment Act (WIA) Annual Report for Program Year (PY) 2011. This report highlights our achievements over the past year, which has been another highly successful one for workforce programs in Arizona.

The GCWP continues to execute strategies that help strengthen Arizona's workforce system, particularly during these tough economic times. GCWP strives to provide a clear picture of the return on investment of Arizona's workforce policy program to the business community, individual citizens, and policy makers.

Arizona has successfully integrated employment, education, training, and support services in its continuing goal to provide employers with a demand-driven, skilled workforce and Arizonans with good paying jobs and opportunities for career choice. The results of these efforts are evident as we anticipate meeting or exceeding all negotiated WIA performance levels for the coming year.

Respectfully,

Sherman A. Jennings  
Chairman, Governor's Council on Workforce Policy

## LIST OF ABBREVIATIONS

AAWD	Arizona Association of Workforce Developers
ACA	Arizona Commerce Authority
ADOA	Arizona Department of Administration
AJC	AZJobConnection
AJL	America’s Job Link
AJLA	America’s Job Link Alliance
ACSI	American Customer Satisfaction Index
ATS	Accredited Training Sponsor
ATU	Accredited Training Unit
AWC	Arizona Workforce Connection
CAP	Corrective Action Plan
CY	Calendar Year
DES	Arizona Department of Economic Security
DVOP	Disabled Veteran Outreach Program
DRVS	Data Reporting and Validation System
EA	DES Employment Administration
EDA	Economic Development Administration
EPS	Office of Employment and Population Statistics
ES	Employment Services
ETA	Employment and Training Administration
ETP	Eligible Training Providers
ETPL	Eligible Training Provider List
EWD	Economic Workforce Development
GCC	Gateway Community College
GCWP	Governor’s Council on Workforce Policy
GDP	Gross Domestic Product
GED	General Education Development
GRIP	Governors Re-Employment Initiative Project
GYEDC	Greater Yuma Economic Development Corporation
HVAC	Heating Ventilation and Air Conditioning
LEAP	Labor Expanded Apprenticeship Partnership
LEED	Leadership in Energy and Environmental Design
LVER	Local Veteran Employment Representatives
LWIAs	Local Workforce Investment Areas
LWIBs	Local Workforce Investment Boards
MSA	Metropolitan Statistical Area

## LIST OF ABBREVIATIONS (cont'd)

MSC	Maricopa Skill Center
NABCEP	North American Board of Certified Energy Practitioners
NACET	Northern Arizona Center for Entrepreneurship and Technology
NACOG	Northern Arizona Council of Governments
NBER	National Bureau of Economic Research
NCCER	National Center for Construction Education and Research
OJT	On-the-Job Training
OSHA	Occupational Safety and Health Administration
PCT to RN	Patient Care Technicians to Registered Nurses
PIP	Performance Improvement Plan
PY	Program Year
REPAC	Reemployment and Pre-Layoff Assistance Center
SESP	State Energy Sector Partnership
TAA	Trade Adjustment Assistance
TAP	Transition Assistance Program
TEGL	Training and Employment Guidance Letter
UI	Unemployment Insurance
USDOL	U.S. Department of Labor
VETS	Veterans Employment Training Services
VRAP	Veterans Retraining Assistance Program
WEX	Work Experience
WIA	Workforce Investment Act
WRIS	Wage Record Interchange System
YEARN	Youth Employment and Re-entry Network
YPIC	Yuma Private Industry Council

# ARIZONA WORKFORCE CONNECTION

The Arizona Workforce Connection (AWC) is a statewide system committed to coordinating a comprehensive approach to workforce development. AWC incorporates the state's economic development goals and strategies using federal, state, and local resources. AWC consists of the Governor's Council on Workforce Policy (GCWP), Local Workforce Investment Areas (LWIAs) along with their respective Local Workforce Investment Boards (LWIBs), comprehensive One-Stop Centers, satellite offices, and an array of workforce partners. The Governor has designated the Arizona Department of Economic Security (DES) as the Workforce Investment Act (WIA) Title I Grant Recipient and Administrative Agency. In 2011 there were 14 designated LWIAs in Arizona. One of the LWIAs consists of 13 Tribal Area Entities.

In February 2011, the state of Arizona implemented the AZJobConnection (AJC-<https://www.azjobconnection.gov>) automated case tracking and reporting system. AJC provides job-seekers, employers and workforce professionals with user-friendly tools that support a wide variety of activities - case management, fiscal management, job order and resume posting, job order and resume searching, program eligibility determination and much more. Job seekers and employers can choose between self-service, staff-assisted or staff-facilitated access to resources and services. The system allows case managers to manage both their workload and workforce programs. It provides a standardized process for following clients. Information acquired is used to generate required federal, state and local program reports.

AJC is the gateway for businesses, job seeking customers, and employment counselors to obtain workforce development information. Through the DES Employment Administration (EA), technology is currently used to support workforce mandates and efforts in Arizona. This technology employs a comprehensive software system, which should be capable of reporting federally-required data to the U.S. Department of Labor (USDOL), with on-time delivery, and with minimal interaction on the part of DES to ensure data accuracy and timeliness. DES is required to meet the servicing, tracking, reporting, and follow-up requirements under the performance measures established by the USDOL for the Trade Adjustment Assistance (TAA) programs, Alternative Trade Adjustment Assistance Activities Report, WIA, and Wagner-Peyser. The AJC system also provides LWIAs with individual and aggregate tracking, reporting, and follow-up data for these programs, and the flexibility to serve WIA-mandated partner programs and other workforce agencies.

AJC is an integrated system collecting data for WIA, Wagner-Peyser, and TAA and is consistent with the national vision of a demand-driven system that is focused on more efficient use of employment and training funds and preparing Arizona's human resources to meet the demands of the state's growing businesses. By monitoring the demand skills needed for emerging occupations, Arizona will align training programs to prepare Arizona's workforce to compete in the global economy. The integration of information and knowledge will result in the automatic analysis of job needs and worker skills. This results in more effective and efficient partnerships to satisfy Arizona's economic challenges.

The DES WIA Section is responsible for the development of policies and training of LWIA staff to ensure accurate and timely data collection and program administration. 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 reject errors. The WIA Section Field Operations Liaisons work throughout the year with assigned local areas to review WIA performance data and assist them in improving program operations and accurate data collection.

Arizona is prepared to meet the workforce challenges by building a comprehensive, seamless system of educational, training, and employment services throughout the state. AWC has created an innovative workforce system that is responsive, cohesive, and accountable, and provides a means to efficiently meet the needs of businesses and job seekers.

## ARIZONA ECONOMIC ENVIRONMENT

By examining various economic indicators, it appears that the economy is gradually improving in the United States as well as Arizona compared to the recessionary years.

- Improvement in real Gross Domestic Product (GDP), real personal income at the state and national levels, employment, industrial production, wholesale and retail sales has been observed;
- Employment gains in the private sector, increasing private domestic investment, slow rise in total industrial production and rate of capacity utilization, high levels of corporate profit, and a slow resurgence in private residential construction permits has been seen; and
- Gradual climb in household net worth as the decline in national home prices have slowed, a continued decline in the fraction of disposable income used for household debt payments, and continued growth in U.S. exports has also been observed.

Arizona's employment was one of the fastest growing in the nation prior to the recession that started at the end of 2007. For many years, Arizona consistently rated amongst the top 10; however the pattern ended in 2007. The structure of the Arizona economy, highly tied to the construction industry, made Arizona one of the hardest hit states by the economic and financial crises. Arizona's national ranking has significantly improved in the past year and it now ranks eighth in the nation. Arizona had dropped to 36 as of May 2011, after being in the top two from calendar year (CY) 2004 to CY 2006, second only to Nevada. For CY 2010, the state's national ranking had tumbled to 49 with Nevada at 50.



**Table 1: Percentage Change in Program Year Average Employment—Arizona**

<b>Industry</b>	<b>PY 2007</b>	<b>PY 2008</b>	<b>PY 2009</b>	<b>PY 2010</b>	<b>PY 2011</b>
<b>Total Nonfarm</b>	0.2%	-5.3%	-5.4%	0.0%	1.7%
<b>Manufacturing</b>	-2.8%	-8.3%	-8.7%	-0.4%	0.9%
<b>Natural Resources and Mining</b>	19.5%	1.1%	-15.1%	3.1%	4.4%
<b>Construction</b>	-10.9%	-25.3%	-25.9%	-4.5%	3.8%
<b>Trade, Transportation and Utilities</b>	1.2%	-5.7%	-5.4%	-0.3%	1.4%
<b>Leisure and Hospitality</b>	1.0%	-3.8%	-3.9%	1.3%	2.6%
<b>Education and Health Services</b>	4.8%	4.2%	3.1%	3.2%	2.8%
<b>Professional and Business Services</b>	-0.6%	-8.6%	-7.0%	0.7%	1.3%
<b>Financial Activities</b>	-3.1%	-4.9%	-3.7%	0.4%	1.2%
<b>Other Services</b>	2.7%	-3.0%	-7.2%	-1.7%	0.3%
<b>Government</b>	3.9%	0.1%	-2.3%	-2.1%	0.7%
<b>Information</b>	-1.4%	-4.4%	-6.6%	-1.8%	1.4%

Notes: Source: BLS Current Employment Statistics

1. Calculated from seasonally unadjusted data; and
2. PY 2011 includes May's preliminary estimate.

Looking at the performance for the Program Years (PYs) 2010 and 2011, Nonfarm employment was flat in 2010 and gained by 1.7 percent in 2011, after posting a loss of 5.4 percent in 2009 and 5.3 percent in 2008 **Table 1**. For PY 2011, all the major industrial sectors posted employment gains compared to PY 2010 where some sectors gained while others lost. Natural Resources and Mining 4.4 percent, Construction 3.8 percent, Education and Health services 2.8 percent and Leisure and Hospitality 2.6 percent were the sectors with most gains in PY 2011 when measured in terms of over the year percentage change.

Although Natural Resources and Mining and Construction 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 of magnitude as of PY 2011 are Trade, Transportation and Utilities, Government, Educational and Health Services, Professional and Business Services and Leisure and Hospitality.

**Table 2: Average Program Year Employment (in thousands)—Arizona**

Industry	PY 2007	PY 2008	PY 2009	PY 2010	PY 2011
<b>Total Nonfarm</b>	2667.5	2525.2	2389.9	2389.6	2429.0
<b>Manufacturing</b>	178.4	163.6	149.5	148.9	150.2
<b>Natural Resources and Mining</b>	12.6	12.8	10.8	11.2	11.7
<b>Construction</b>	209.1	156.2	115.8	110.6	114.8
<b>Trade, Transportation and Utilities</b>	527.4	497.3	470.4	469.1	475.8
<b>Leisure and Hospitality</b>	273.4	263.1	253.0	256.4	263.1
<b>Education and Health Services</b>	315.9	329.3	339.4	350.1	359.8
<b>Professional and Business Services</b>	400.1	365.8	339.8	342.3	346.9
<b>Financial Activities</b>	179.5	170.7	164.4	165.1	167.0
<b>Other Services</b>	100.4	97.3	90.1	88.6	88.9
<b>Government</b>	429.3	429.7	419.9	411.2	414.1
<b>Information</b>	41.4	39.6	36.9	36.3	36.8

The Arizona Department of Administration (ADOA)/Office of Employment and Population Statistics (EPS) released a forecast of Arizona's Nonfarm employment on May 4, 2012 as depicted in **Table 3** below.

**Table 3: Forecasted Total Nonfarm Employment, Growth Rate**

	2011 <sup>(a)</sup>	2012 <sup>(b)</sup>	2013 <sup>(b)</sup>
<b>Arizona</b>	1.0%	2.0%	2.3%
<b>Phoenix Metropolitan Statistical Area (MSA)<sup>(1)</sup></b>	1.4%	2.3%	2.5%
<b>Tucson Metropolitan Statistical Area (MSA)<sup>(2)</sup></b>	0.1%	0.9%	1.4%
<b>Balance of State<sup>(3)</sup></b>	-0.3%	1.3%	1.8%

Notes:

1) Maricopa and Pinal counties

2) Pima County

3) Arizona less Maricopa, Pinal, and Pima counties

a) Historical

b) Forecast

ADOA/EPS is forecasting a gain of 102,900 Nonfarm jobs, representing a growth rate of 4.3 percent, over the two projected years of 2012 and 2013. An over-the-year gain of 47,100 jobs is projected in 2012 and 55,800 jobs in 2013.

**Table 3** shows the average annual growth rate in Total Nonfarm employment for Arizona, Phoenix Metropolitan Statistical Area (MSA), Tucson MSA, and Balance of State. In 2012, all regions are forecast to have positive annual over-the-year growth rates in Nonfarm employment. Arizona is forecast to grow at 2.0 percent in 2012. Phoenix is expected to grow faster than the

state at 2.3 percent. However, the projected growth rates for Tucson 0.9 percent and the Balance of State 1.3 percent are slower than the statewide and Phoenix MSA rates. The expected Nonfarm job gains in 2012 for the Phoenix MSA are 39,300 jobs, for Tucson MSA are 3,200 jobs, and for Balance of State are 4,600 jobs.

Growth rates in 2013 are expected to be higher than 2012 across all regions. Phoenix is forecast to continue growing at a faster pace 2.5 percent than Tucson 1.4 percent, Balance of State 1.8 percent, and the state overall 2.3 percent. For 2013 the job gains forecast for Phoenix MSA are 44,400 jobs, Tucson MSA 5,200 jobs, and Balance of State 6,300 jobs.

In Arizona, job losses continued late into 2010 past the official end of the U.S. recession in June 2009 as declared by 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 than the past two years. However, the rate of growth in Nonfarm employment is lower than what was observed prior to the recession 1997-2006 average of 3.2 percent. Although population growth in Arizona is positive 0.6 percent in 2011, the rate of growth is lower than historically observed 2.8 percent, 2001-2007. The current housing situation limits the ability of home owners to sell their properties and relocate to Arizona. However, an initial increase in home prices in Arizona and some other states is a positive sign.

Although there are positive signs of economic improvement, there are some domestic factors that could dampen the growth of the local economy. Arizona continues to face a slower population growth, high levels of unemployment, large debt loads, reduced income and wealth, weak housing and commercial real estate markets, rising health care costs and ongoing budget challenges in state and local governments. In addition there is uncertainty on the international front. However, the positive factors listed outweigh the uncertainties in support of the forecast. As the economy improves and additional employment is created, consumers are expected to spend more as their incomes rise. Increased spending would further cause a multiplier effect generating additional output, employment, income, and government tax revenue.

The state's seasonally adjusted unemployment rate was 10.6 percent in May 2010, and had dropped to 9.6 percent in May 2011 and further dropped to 8.2 percent in May 2012, as shown in **Table 4** below. The U.S. unemployment rate has also declined from 9.6 percent in May 2010 to 9.0 percent in May 2011 and 8.2 percent in May 2012. The state has the same unemployment rate as the nation as of May 2012.

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

	May-10	May-11	May-12 <sup>(1)</sup>
<b>United States</b>	9.6%	9.0%	8.2%
<b>Arizona</b>	10.6%	9.6%	8.2%
<b>Phoenix - Mesa - Glendale</b>	9.9%	8.7%	7.4%
<b>Tucson Metro</b>	9.6%	8.6%	7.5%
<b>Flagstaff Metro</b>	10.2%	9.3%	8.1%
<b>Lake Havasu City - Kingman - Metro</b>	12.1%	11.2%	9.7%
<b>Prescott Metro</b>	11.1%	10.2%	8.7%
<b>Yuma Metro</b>	26.6%	27.2%	27.6%

(1) May 2012 data are preliminary.

**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 was up 33.2 percent. However, from PY 2009 to PY 2010, the number of claimants decreased by 28.0 percent. Nonetheless, the average duration jumped from its level of 14.6 weeks in PY 2006 to its highest level of 19.3 weeks in PY 2010. For PYs 2007, 2008, and 2009 average duration stood at 15.0, 15.3, and 18.6 weeks, respectively. The number of persons receiving unemployment benefits 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, the number of persons receiving unemployment benefits started declining as the economy started slowly improving and was 71,313 in PY 2010 and 60,300 in PY 2011.

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

Metric	PY 2007	PY 2008	PY 2009	PY 2010	PY 2011
<b>Average Number of Claimants</b>	37,219	74,292	98,990	71,313	60,300
<b>Average Number Of Weeks</b>	15.0	15.3	18.6	19.3	17.6
<b>% Over the Year Change</b>	37.7%	99.6%	33.2%	-28.0%	-15.4%

Notes: PY includes July 1 through June 30th of a given year.

Source: AZ Department of Economic Security.

# WIA WAIVERS

The state of Arizona submitted the following waivers to the USDOL which were approved for PY 2011.

**1. Waiver of the provision at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers.**

A waiver to the Code of Federal Regulation Subpart E - § 663.540 (a)(1)(2) which requires Eligible Training Providers (ETP) to submit, at least annually, verifiable program-specific performance measures and program costs for WIA participants in the programs. While providers are aware of this requirement from the DES, most providers need time to put into place processes and procedures to track participant enrollment, program completion, gainful employment, and wage history while developing in-house technological databases to gather and process this information. To facilitate wage information, providers may be required to enter into Data Sharing Agreements with DES to allow access to WIA participant's wages after program completion.

**2. Waiver of the required 50 percent employer contribution for customized training at WIA Section 101(8)(C).**

This waiver eliminated the required 50 percent employer contribution for customized training and substitutes a sliding-scale contribution based on the size of the employer. The waiver has afforded more customized training opportunities for smaller businesses or businesses with smaller training budgets, while also allowing greater flexibility in designing and implementing improved programs in larger metro areas. The following schedule of costs to businesses will be instituted based on the number of employees in the business applicant's workforce:

- A business with 100 or more employees must pay 50 percent of the training cost;
- A business with 99-50 employees must pay 40 percent of the training cost;
- A business with 49-25 employees must pay 30 percent of the training cost;
- A business with 24-10 employees must pay 20 percent of the training cost; and
- A business with 9 or less employees must pay 10 percent of the training cost.

**3. Waiver of WIA Section 123 requires that providers of Youth Program elements be selected on a competitive basis.**

This waiver permitted the state to allow its One-Stop Career Centers or partner agencies to directly provide the elements of supportive services, follow-up services, and paid/unpaid work experience for youth programs. By including these elements in the design framework

of the WIA Youth Program, One-Stop Career Centers have been able to provide greater continuity of service for youth, and to enhance their case management process.

**4. Waiver to permit the Gila County Reemployment and Pre-Layoff Assistance Center (REPAC) to negotiate a uniform set of measures and represent the five local areas in preparation of the State annual report as described in Section 136(c); 20 CFR 666.300 and 666.310.**

This waiver has granted Gila County REPAC the ability to negotiate one set of Dislocated Worker performance measures that would be applicable to all five of the LWIAs in the consortium collectively. This waiver applies to the negotiations and agreements reached regarding the annual levels of performance for the dislocated worker program only.

**5. Waiver of WIA Section 136(h) and 20 CFR 666.420 to apply applicable sanctioning to the Gila County REPAC with regard to those performance measures that were negotiated collectively.**

This waiver applies to the sanctions for local areas that fail to meet local performance measures and instead apply sanctioning to the Gila County REPAC consortium. In addition, Gila County REPAC assumes all liability for the WIA Title I Dislocated Worker, Rapid Response, and incentive funds that it receives on behalf of the five LWIAs that are members of the consortium.

**6. Waiver of Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local area.**

This waiver has permitted the transfer of funds between the Adult and the Dislocated Worker funding streams, with the transfer authority limited to 50 percent. The limitation provides flexibility while ensuring consistency with Congressional intent regarding the level of funding appropriated for the WIA Adult and Dislocated Worker programs. This waiver has allowed LWIAs to successfully serve the program most in need of services during the program year while providing the LWIBs the ability to better respond to changes in the economic environment and the local labor market.

# WIA HIGHLIGHTS

While focusing on job creation and economic development for mid-level and high-wage jobs, the LWIAs continued to identify areas of industry growth and develop pathways for those currently in the social safety net to re-enter the workforce. The following are examples of these efforts:

## COCONINO COUNTY

### **Governor’s Re-Employment Initiative Project Grant**

Coconino County was awarded \$116,000 to help unemployed construction workers gain new skills, and acquire the up to date training needed to get back to work. The grant was designed to provide 20 unemployed construction workers with paid internships, on-the-job training (OJT), apprenticeships, training opportunities and valuable industry recognized certificates. WIA programs have two customers – employers and job seekers. The Governor’s Re-Employment Initiative Project (GRIP) grant serves both groups well, and positively impacts both the local economy and quality of life for citizens.

The Coconino Career Center actually served 40 participants during the duration of the grant. The grant provided 16 Work Experiences (WEX) and six on-the-job trainings (OJT). The grant was able to help one construction worker get his company back in business by helping him get his license renewed. Six participants secured employment through the Back to Work Construction Worker Job Club. Eleven participants received workforce readiness training. The grant provided seven participants Occupational Safety and Health Administration (OSHA) 10 safety training certificates. Eighty-five percent have secured full time employment. Eighty percent did not have a resume before GRIP, now 100 percent have a resume due to the innovative Job Club that was created to help construction workers during this slow economy.

Employers hiring GRIP participants include: Fredonia Public Works, Coconino County Public Works, Coconino County Parks and Recreation, Coconino County Board of Supervisors, Coconino County Sustainable Building Program, Navajo Nation Leupp Chapter House, Architectural & Environmental Associates, Glenn Canyon National Park, UPS, Sun Ray Cabinets, Best Friends, Cal-Ranch, Preferred Sands, Noah’s Ark Roofing, Grand Canyon National Park Services, and Kendert Construction.

## CITY OF PHOENIX

### **Phoenix YouthBuild**

Phoenix YouthBuild is an alternative education program that offers individuals, ages 16 through 24, training and practical experience for “in-demand” industry careers. Participants, have been in the juvenile justice system, aging out of foster care, and are high school dropouts, and are

otherwise at risk of failing to reach key educational milestones and opportunities that lead to career fulfillment.

In addition to receiving academic and occupational skills and training, participants develop leadership skills and contribute to community service. Phoenix YouthBuild gives young men and women the opportunity to earn their General Education Development (GED), gain valuable skills in “green” construction and train to become leaders in their community. Participants set personal, educational and career goals and develop an educational/professional portfolio.

Participants spend 50 percent of their time in the classroom working on their education. Another 40 percent of their time is spent at a construction site gaining valuable one-on-one training and job skills. The other 10 percent of the time is spent working on community service projects, leadership activities and work readiness skills. The program also offers a safe caring environment that promotes involvement in positive peer groups and also in the community.

The “green” Phoenix YouthBuild projects support building greener neighborhoods throughout the community, educating youth about the importance of creating a “green” city and training youth in sustainable construction. Phoenix YouthBuild is a program designed to empower young people to rebuild their communities and their own lives with a commitment to education, work, community and their family.

Arizona Call-A-Teen Youth Resources, Inc. coordinates the overall project and provides alternative educational services through charter school education and GED preparation. The program is managed by the **City of Phoenix Community and Economic Development Department**. Other partners include:

- **Maricopa Skill Center (MSC)** provides occupational training in Sustainable Green Construction to include industry recognized credentials and workforce development training opportunities.
- **Gateway Community College (GCC)** connects the youth with apprenticeship programs in construction trades. GCC will provide a leadership development workshop.
- **Tumbleweed** provides recruitment and co-enrollment services, employment-based case management, and connections to public and private business and employment placement services through the local Workforce Investment System.
- **Labor’s Community Service Agency** provides OJT construction training, leadership development, and supervision for all construction projects.
- **Habitat for Humanity** reinforces knowledge learned in the classroom by introducing participants to “green” construction techniques while building two Leadership in Energy and Environmental Design (LEED) Certified Platinum level homes.

## **GILA/PINAL COUNTIES**

### **Freeport-McMoRan Copper and Gold Company**

AWC partner programs and Freeport-McMoRan Copper and Gold Company established a partnership focusing on recruitment to fill open employment opportunities in Arizona. The first



special recruitment that AWC assisted with was the Miami/Claypool site. Information was gathered from the employer and the job orders were posted in AJC and shared statewide. Recruiting events were held in the Globe area throughout the month of April 2012. Staff from the Maricopa Workforce Connection/Gilbert Career Center, REPAC, Gila/Pinal WIA staff, Central Arizona Association of Governments, and DES Employment Service from Casa Grande, Globe, Tucson, and Payson were on hand to assist with these events.

Job search workshops were provided throughout the recruiting period to assist job seekers with completing a resume and learning interviewing techniques in preparation for their interview. More than 75 people attended these workshops. There were approximately 130 referrals made to the employer from the efforts and collaboration of the AWC staff.

Freeport McMoRan also requested assistance with the job fair that was held in the latter part of April. Staff from Maricopa Workforce Connection and the Gila/Pinal WIA were on hand to provide support to the employer for that event. Over 275 job-seekers reported, including the AWC referrals. The staff from AWC provided assistance with the check-in activities for the job fair as well as providing guidance to job seekers with their completion of the Freeport-McMoRan on-line application process. The recruiting events and the job fair were very successful events and met the employer's expectations. This was an excellent example of collaboration between AWC metro and rural local area staff.

## **MOHAVE/LA PAZ COUNTIES**

### **Labor Expanded Apprenticeship Partnership**

Talent development is vital to the success of the Mohave/La Paz manufacturing community. In particular, local industries have acknowledged an immediate and anticipated long-term shortage of skilled tradespersons. To address this shortage, Mohave County's Community Services Department/Workforce Development Division which administers WIA and Laron Incorporated partnered to implement the Laron Expanded Apprenticeship Program (LEAP). LEAP is a private sector driven, workforce development supported initiative that expands Laron's existing Registered Apprenticeship for the occupations of machinist, millwright and welder/fabricator. It is intended to create a pipeline of skilled tradespersons with journeyman credentials for successful careers at Laron and other industry partners within the region.

LEAP establishes an employer association that engages multiple industrial firms in an apprenticeship program as partners. The members of this association sign agreements with Laron that call for an equitable sharing of training costs associated with the program. These costs are determined based on actual administrative and instructional expenses. The agreement includes a non-compete feature to ensure that participating industrial partners do not enter competitive bidding for journeyman after completion of the four year program.

Funding for start-up costs including equipment and on-the-job training is provided through workforce development by Arizona's State Energy Sector Partnership (SESP). Laron participates as the invested partner utilizing their apprenticeship training facility and training experts to cultivate the apprenticeship pipeline. They fulfill all of the administrative duties

required by the Office of Apprenticeship and the USDOL. In doing so, industry partners who do not have the administrative capacity to implement an apprenticeship program in their facility have access to “growing their own” through this collaborative talent development pipeline.

Currently, five of Mohave's major manufacturing employers and one major construction company have joined the LEAP partnership. Each employer has one or more new or incumbent workers training as an apprentice. These apprentices will fulfill four year training outlines prior to receiving state and national recognition as journeymen.

This type of private collaboration to train the future workforce has not existed in this region before and will serve as a foundation upon which to build pre-apprentice and apprenticeship programs in partnership with the secondary and post-secondary educational entities.

### **Construction Grant Re-Employment Initiative**

The Mohave/La Paz Workforce Investment Area received grant funds to re-train construction workers who had lost jobs during the recession. The original plan was to train 30 to 35 people in Welding, Weatherization/Business Performance Institute Certifications, while participating in WEX or OJT placements and other career re-training of their choice. The response to the outreach (posters/newspaper/radio) was tremendous and more than 80 individuals expressed interest in the initiative. By reviewing of the training plans, leveraging of WIA Adult, Dislocated Worker and SESP grant funds for appropriate individuals or training, and cutting back on the length of the WEX/OJT offerings, the One-Stop staff moved forward to serve over 70 of the people who applied. Of that group, 46 persons were enrolled in the Construction Grant. Of those 46 people, 97 percent of those trained earned certifications and 70 percent are employed to date.

### **PIMA COUNTY ONE-STOP CAREER CENTER**

#### **Patient Care Technicians to Registered Nurses Program (“PCT to RN”)**

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

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

The program, which starts each fall, is offered by Pima Community College in a classroom setting on the campus of Carondelet St. Joseph’s Hospital. Students are required to work 24 hours per week or 48 hours per pay period throughout the program, and are contracted to work as a nurse within Carondelet for two years following completion of the program.

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

### **Faith-Based Community Initiatives Program**

The Faith-Based Community Initiatives program identifies methods to work collaboratively with the faith community and encourages the faith community to work in concert with government. The primary focus for this program is employment and training through the Pima County One-Stop.

This has successfully enabled the Pima County One-Stop to be the recipient of two contracts requiring faith-based partners: Faith-Community Partners Initiative and Youth Employment and Re-entry Network (YEARN). Both were USDOL grants and exceeded contractual specifications. Faith-Community Partners was named by the White House Office of Faith-Based and Community Initiatives as one of the top three programs in the nation.

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

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

### **Offshore Group**

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

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

Made aware of the opportunity to get a Community-Based Job Training Grant, the company's management agreed to provide the required matching funds and adjust employee work schedules to make the training possible. The staff at One-Stop and Pima Community College were able to

roll out a training program with very short timelines. Employees were quick to sign up for college-level courses for credit on site.

The courses included computerized logistics, inventory control, supervision, writing, and warehouse management. Since 2010, 19 classes have been offered; with at least 250 individuals enrolled.

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

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

## **YAVAPAI COUNTY**

### **Entrepreneurship and Technology**

Northern Arizona Council of Governments (NACOG) has been partnering with several organizations to educate individuals interested in entrepreneurship, individuals interested in growing their businesses and motivating businesses to remain in our rural area. These organizations include, but are not limited to: Northern Arizona Center for Entrepreneurship and Technology (NACET), Yavapai College, and Systems Technology Staffing. Together, these organizations facilitated 35 business-related workshops and seminars for 255 attendees at NACOG's Business Assistance Center and assisted more than two dozen individuals with business start-ups through one-on-one mentoring during PY 2011. Workshops and seminars are provided free of charge due to grant funding provided by the GCWP through the Arizona Commerce Authority (ACA). This funding has made a significant impact on business start ups, business retention and expansion and economic recovery in Yavapai County.

NACOGs' Economic Development District collaborates with the LWIAs for the four county regions of Apache, Coconino, Navajo, and Yavapai Counties. Yavapai County LWIA has successfully partnered with the Economic Development District on the development and implementation of the Business Assistance Centers in Yavapai County. The Economic Development District's Comprehensive Economic Development Strategy and Goals and Priorities List enable Yavapai County communities to receive Economic Development Administration grant funding in the way of public works and technical assistance projects.

Yavapai County LWIA/NACOG applied for and received a total of \$280,844 in Arizona SESP funding. NACOG partnered with Coconino Community College and Mohave-La Paz counties to provide training and employment opportunities to unemployed and incumbent workers in the targeted green industry sectors for the Northern Arizona region.

For the period July 1, 2011 to June 30, 2012, NACOG provided services to 73 individuals in Yavapai County through the SESP grant, exceeding the goal of 38 individuals trained. 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. NACOG partnered with Wilson Electric and Workforce Solutions, a large electrical contractor based in the Phoenix metro area, to train and place 27 individuals as solar panel installers for two large solar projects in Yavapai County. Nineteen of those individuals received OSHA 10 training and certification and 14 of them received North American Board of Certified Energy Practitioners (NABCEP) Photovoltaic Entry Level classroom training.

In addition to the 27 individuals trained and placed using SESP funding, NACOG assisted Wilson Electric and Workforce Solutions in recruiting an additional 30 individuals for solar panel installation projects by coordinating two Job Fairs at the beginning of 2012. NACOG also partnered with McCarthy General Contractors to place 20 individuals as solar panel installers for an Arizona Public Service solar project in Chino Valley through subsidized employment OJT. Other partners have included NEST Energy, a local manufacturer of alternative energy components, to train and place a Solar Electrical Technician and a Solar Panels Welder.

The Arizona Manufacturing Extension Partnership trained 11 individuals in lean and green, sustainable manufacturing and building practices. Unisource Energy and Thermal Star/American Infrared Consultants trained and certified ten incumbent Heating Ventilation and Air Conditioning (HVAC) and weatherization workers in Building Performance Institute Residential Building Analysis (energy assessment).

Yavapai County is a mostly rural area in Arizona with very limited public transportation. The unemployment rate in Yavapai County has been hovering at about nine percent, making transportation for many residents an even bigger challenge.

The voucher transit system administered by NACOG Economic Workforce Development (EWD) is designed to provide transportation avenues for individuals who have no means of getting from their homes to job interviews, to work, or to medical appointments. NACOG EWD has been partnering with the Town of Prescott Valley, the City of Prescott and the Town of Camp Verde on this transportation voucher program for the last 12 years. The program serves the unemployed, mature adults 55 years and older, the disadvantaged youth and other local residents who are low income. From July 1, 2011 to June 30, 2012, NACOG vouchers assisted approximately 2,600 individuals for a total of \$107,073.

## **YUMA COUNTY**

### **Power Solutions**

Yuma Private Industry Council (YPIC) partnered with Greater Yuma Economic Development Corporation (GYEDC), Arizona Western College, and Johnson Controls, Inc.–Power Solutions to provide training for Yuma County community members in various training modules. YPIC was asked to become a candidate for National Center for Construction Education and Research

(NCCER) Accredited Training Sponsor (ATS) for Yuma County. Becoming an ATS for Yuma County allows YPIC to oversee all NCCER training and ensure that the training is accessible and provided in the same manner to all trainees. NCCER is a not-for-profit education foundation created to develop standardized construction and maintenance curricula and assessment with portable, industry-recognized credentials. These credentials include transcripts, certificates and wallet cards that are tracked through NCCER’s National Registry. NCCER has developed training in over 60 craft areas, offers over 70 assessment exams and has over 4,000 training locations.

YPIC has been working with the manufacturing community since 2007 to develop and implement training programs which were available to all the manufacturers in Yuma County. NCCER curriculum and training is nationally recognized, tracked by NCCER, and provides a national accepted credential. GYEDC and Arizona Western College approached YPIC to apply to become the local ATS. YPIC has been working with Arizona Western College for over 25 years in partnership to provide training for Yuma County residents. Arizona Western College has applied to become the Accredited Training Unit (ATU) to provide the training, and Johnson Controls, Inc. in Yuma is a Training Unit under Arizona Western College. We also have training units at Yuma Union High School District campuses and the Arizona Department of Corrections.

## COST EFFECTIVENESS

Program	PY 2011 Participants	Cost Per Participant
*Overall for all Programs	14,457	\$3,018.88
Adult Program	5,891	\$2,465.98
Dislocated Worker Program	4,375	\$3,575.87
Youth Program	4,191	\$2,862.01

\*Overall includes Administration Expenses

Arizona expended WIA Title IB funds of \$48,793,405 to provide services and activities through the Arizona Workforce Connection One-Stop system for PY 2011. A total of 14,457 participants were served through formula funding provided to the 14 LWIAs. These totals do not include the Self-Service individuals who registered in the AWC system. LWIAs also provided services to Arizona’s business communities and affected 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 Adult and Dislocated Worker Programs has increased from the PY 2010 levels. However, the average cost per participant for the Youth Program has decreased from the PY 2010 levels. The LWIAs have developed creative training arrangements with community organizations to provide opportunities for participants in order to address the extremely high increases in clients seeking services.

Monitoring activities conducted on both the programmatic and fiscal operations of the LWIAs indicate that the costs are reasonable for clients receiving WIA services.



# SERVICES TO VETERANS

## **LOCAL VETERAN EMPLOYMENT REPRESENTATIVE and DISABLED VETERAN OUTREACH PROGRAMS**

DES 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 provide "Priority of Services" to Special Disabled Veterans, Disabled Veterans, Veterans, and Eligible Spouse in all Employment Services offices and One-Stop Centers.

Through the \$3,748,000 year-to-year 100 percent federally funded grant from U.S. Department of Labor/Veterans Employment Training Services, the DES/EA employs 34 Disabled Veteran Outreach Program representatives (DVOPs) and 21 Local Veteran Employment Representatives (LVERs) statewide. DVOPs facilitated intensive services to veterans with special employment and training needs. DVOPs 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.

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

For the reporting period October 1, 2010 thru September 30, 2011, the total number of veterans and eligible persons seen by the DES Employment Administration was 19,951

## **TRANSITION ASSISTANCE PROGRAM**

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 at 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.

**Fort Huachuca** - LVER facilitated services to 489 Transitioning Services Members.

**Davis Monthan Air Force Base** - LVER facilitated services to 521 Transitioning Services Members.

**Luke Air Force Base** - DVOP facilitated services to 336 Transitioning Services Members.

**Marine Corps Air Station** - LVER facilitated services to 620 Transitioning Services Members.

**National Guard and Reserve "Yellow Ribbon Program"** - LVER/DVOP staff facilitated services to 2,011 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 107,000 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. In the military, Stand Downs afforded battle-weary soldiers the opportunity to renew their spirit, health and overall sense of well-being. Today's Stand Downs afford the same opportunity to homeless veterans. LVER and DVOP staff assist in the development, coordination, and facilitation of Stand Down events in their locations.

- Phoenix Stand Downs helped 1,200 Homeless Veterans;
- Tucson Stand Downs helped 280 Homeless Veterans;
- Prescott Stand Downs helped 224 Homeless Veterans; and
- Yuma Stand Downs helped 41 Homeless Veterans.

### **GOLD CARD INITIATIVE**

Arizona has embraced the Gold Card Initiative in all the One-Stop offices throughout the state. All WIA One-Stop and Employment Service staff were trained on the initiative and local procedures were developed to meet the goals of the program. DVOP and LVER staff promote a variety of initiatives designed to assist veterans to include the Gold Card and Veterans Retraining Assistance Program (VRAP).

All veterans are scheduled to meet with a DVOP immediately upon presentation of their gold card. The DVOP staff conduct an assessment to determine if the veteran meets eligibility for Title 38. Once eligibility is established, the veteran is then provided an array of intensive



services to include but not limited to: labor market information, resume assistance, career guidance, job search assistance, referrals to support services, referrals for training and scheduled for appropriate workshops.

DVOP staff are required to conduct 30/60/90/180 day follow up services to all veterans that receive intensive services. 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.

## REPORTING

The AJC is a state-specific case management system that the State of Arizona DES uses through contracting with America's Job Link (AJL) for its workforce system information. The AJL is currently supplying variations of this AJC software to 23 other states. This consortium of states is referred to as America's Job Link Alliance (AJLA). AJC creates a file that is used to report WIA data to the USDOL, Employment and Training Administration (ETA). The WIA data is reported in aggregate through ETA DRVS in compliance with the USDOL to ensure the accuracy of the reported data is uniform in reporting requirements and in compliance with USDOL. WIA data shall continue to be reviewed by USDOL as part of the data validation required activity.

### FISCAL

The State of 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 report use the accrual method of reporting. It is also ensured 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 described as the Workforce Investment Act of 1998.

### FIVE PERCENT SET ASIDE

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 that states receive on July 1, 2011 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 include:

- **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 given to local areas for exemplary performances in the prior year were funded by Title V funds.
- **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 effective, innovative methods used by them to service WIA participants and achieve high levels of performance.
- **Provide additional assistance to local areas that have high concentration of eligible youth:** Provided additional funds out of the PY 2010/FY 2011 discretionary funds to local areas that had a high concentration of eligible youth, to enable them to serve additional youth clients.
- **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 and provided funding 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.*

**Other optional activities funded by five percent discretionary funds:**

- **AJC:** The implementation of AJC, the new case management system was funded in part by WIA five percent discretionary funds.

# STATE EVALUATION ACTIVITIES

## **ARIZONA JOB CONNECTION WORKGROUP**

The AJC is a comprehensive software system capable of reporting required data to the USDOL under the federal guideline reporting requirements, including on-time delivery with minimal interaction on the part of the DES to ensure data accuracy and timeliness. The system has the ability to meet the servicing, tracking, reporting, and follow-up requirements under the USDOL's performance measures for Trade Adjustment Assistance, Alternative Trade Adjustment Assistance Activities Report, WIA, Wagner-Peyser Act and their successors.

A workgroup was formed in June 2012 to address system requested changes and improvements to the effectiveness and efficiency of the current system in a formal setting. The group will provide analysis to staff, and will review suggestions for enhancements to the system. The group is not authorized to make changes to the existing system but is expected to identify and prioritize each request. The workgroup shall:

- Record and categorize each change request;
- Complete an assessment of the change request;
- Develop a solution;
- Prioritize the change request;
- Assign the change to a specific AJC analysis team; and
- Attend any mandatory meetings to inform customers.

The workgroup objective is to review, prioritize requests to determine the effectiveness and efficiency of the current system ability to meet the needs for its end users.

Arizona will use these and other appropriate methods to conduct ongoing evaluations of workforce investment activities across the state. Arizona persists in taking the steps necessary to ensure collaboration and continuous improvement by strengthening delivery systems, integrating the workforce development system, and establishing system wide performance measures to improve the effectiveness of the Arizona Workforce Connection.

## **RAPID RESPONSE**

Rapid Response activities encompass the planning necessary to deliver services to enable transitioning dislocated workers to new employment as quickly as possible following either a permanent closure, mass layoff, as well as natural or other disaster resulting in a mass job dislocation. In the fall of 2012, Arizona will facilitate a workshop to engage intensive dialog with the state's local Rapid Response practitioners in an effort to identify the critical components of successful Rapid Response.

The assessment will point out gaps, strengths and deficiencies in Arizona's response services. Based upon this information, more effective strategies will be designed. Although every labor market is unique and local control is essential to customize services to local communities, there may be some value in identifying elements that will benefit from alignment for a statewide approach. Based upon the work done by the practitioners, a Rapid Response Manual will also be developed and will be available statewide.

Two outcomes of the convening work with practitioners will be:

- 1) Implements the assessment outlined in the Training and Employment Notice 32-11 for the state, and perhaps for local areas. Using the self-assessment tool and gather information to develop a manual.
- 2) Develop a Rapid Response Manual which will be completed by December 2012.

This training will provide the framework to rollout a statewide program. It will provide direction to initiate much needed rapid response roundtables. The manual will be specific to the delivery of services to the dislocated workers in both metro and rural areas.

### **ELIGIBILITY TRAINING PROVIDERS**

DES assumed the responsibility from the Department of Education of administering the ETP registration and monitoring process with the implementation of the AJC for new and existing providers and their programs. The AJC replaced the Department of Education's ArizonaHeat database.

When a provider initially applies for inclusion on the Eligible Training Provider List, the provider criteria is reviewed by the ETP State Administrator who has provider approval authority. Approval of programs offered by training providers resides with the LWIB members. After both the provider and program are approved, the provider's information and their initial program display in AJC. Thereafter, additional programs can be added, which also require approval by the LWIB members.

The DES as the state grant administrator for WIA Title IB funds requested a waiver for PY 2012 as part of Arizona's Integrated State Workforce Plan of the provider's programs reporting requirements to report performance outcomes on an annual basis. The waiver request does not pertain to the requirements for reporting cost information for WIA participants enrolled in eligible provider programs.

Implementation of this waiver will allow the State of Arizona to work with providers to develop processes and procedures that will eventually allow for the submittal of annual performance outcomes as a normal procedure when renewing existing programs.

## **COMMON MEASURES**

In October 2011, the Arizona Association of Workforce Developers (AAWD) requested a waiver to streamline reporting of performance measures by moving to reporting under the nine Common Measures rather than the current 17 WIA statutory performance measures (see page 31 - “Performance Measures”).

DES has historically been awarded incentive grants by meeting or exceeding 90 percent of the negotiated levels of statutory performance to be eligible for such awards. The AAWD and the DES have agreed to monitor and evaluate Common Measure performance for PY 2012. PY 2012 performance will be analyzed to determine the projected statewide outcomes if Arizona were to adopt Common Measures.

Historically, Arizona may not have been eligible for the incentive funds received in the past due to the fact that certain performance measures under the Common Measures methodology would not have met the 90 percent threshold and therefore jeopardizing overall state performance levels. If, after the analysis of PY 2012 performance, there is significant improvement in the Common Measure performance, a waiver may be requested from the USDOL to change reporting requirements for PY 2013 to the Common Measures methodology.

## **TECHNICAL ASSISTANCE**

The LWIBs are required to submit to the DES a Performance Improvement Plan (PIP) if a performance measure was not met for one year or Corrective Action Plan (CAP) for performance measures that were not met for two or more consecutive years to address each core performance measure for the LWIA.

Following the issuance of final program year performance data, DES issues a letter to LWIA who failed to meet the negotiated performance levels in one or more performance measure in a program year. PIPs are required to address deficiencies that have been identified. The PIP is a tool to assist the LWIA in identifying where the issues are that caused them to fail to meet the negotiated level of performance and to prevent them from not meeting the performance measure for two or more consecutive years. DES/WIA Section is available to provide technical assistance, which may include assistance in the development of a PIP and continuous monitoring of performance throughout the program year.

LWIAs that continue to fall below negotiated levels for two consecutive program years, the DES shall issue a Demand for Assurance letter to inform the LWIA that a CAP is required to identify what steps the LWIA will be taking to correct the deficient areas of performance. DES staff will continue to work with the LWIA to provide additional technical assistance to develop strategies that will provide the framework with the goal of improving performance to bring the LWIA into compliance.

## **CUSTOMER SATISFACTION SURVEYS**

DES uses the American Customer Satisfaction Index (ACSI) to measure customer satisfaction of workforce services delivered to employers and job seekers. The survey is conducted for both jobseekers and employers throughout the calendar year using the three required core questions specified by USDOL/ETA that form a customer satisfaction index.

- What is your overall satisfaction with the services provided?
- Considering all of the expectations you may have had about the services, to what extent have the services met your expectations?
- Now think of the ideal program for people in your circumstances. How well do you think the services you received compare with the ideal set of services?

Summary of the outcomes of the customer satisfaction surveys can be found on tables A through O in the WIA Title IB Annual Report.

## **FISCAL AND PROGRAMMATIC COMPLIANCE**

DES staff continue to perform annual on-site monitoring of each of the LWIAs. Monitoring includes a comprehensive review of local programmatic, fiscal, and management information systems, provider agreements, the eligible training provider application process, and Equal Opportunity Monitoring of WIA Title I financially assisted programs. The results of the monitoring activities are tracked, reviewed, and reported back to each local workforce area.

Data Validation monitoring is conducted to validate the accuracy of data used in WIA performance reports. The process compares source documentation in participant files, such as eligibility documentation, to selected information pulled from a sample of exited participant records in the AJC system.

## **RE-DESIGNATION OF LOCAL WORKFORCE AREAS**

In PY 2011, Arizona began the process of reviewing and identifying opportunities to merge local workforce areas to leverage funds and streamline the service delivery system. The first merger identified involved the three counties of Cochise, Graham, and Greenlee located in southeast Arizona. County Managers worked with DES and the Arizona Commerce Authority to consider the merger and which of the three counties would take the lead.

The following information provided the justification for the decision to name Cochise as the lead effective July 1, 2012:

- Graham and Greenlee counties did not have comprehensive One-Stop Centers;
- Cochise had a very successful comprehensive One-Stop Center;
- Greenlee County had not met several performance standards for more than one year and was required to be reorganized;
- The three counties have contiguous borders;

- The three counties have similar economic issues;
- Cochise County is 6,140 square miles and has a population of 133,347; Greenlee County is 1,837 square miles and has a population of 8,605; and Graham County is 4,641 square miles and has a population of 37,220; and
- In the three county areas made up of 12,618 square miles, there are 179,172 citizens who may potentially be eligible for WIA or other safety net services.

The Governor’s Council on Workforce Policy will continue to work with local elected officials to consider other merger possibilities. DES and the Arizona Commerce Authority have also had discussions with the two county managers which make up the Gila/Pinal LWIA regarding the potential re-designation of the current LWIA. These discussions will continue until a plan of action can be agreed upon by all parties.

## **DASHBOARD**

Required performance measures are primarily focused on job seeker customers. The State of Arizona will work to achieve and exceed negotiated performance indicators. However, as Arizona is focused on business services and supporting the creation and growth of businesses, an Arizona Balanced Scorecard/Performance Management Dashboard, focused on business measures not required by USDOL, will be established. The Dashboard will promote key performance indicators supporting the Governor’s vision and the sector strategy partnerships.

This effort will be spearheaded by the GCWP and will provide evidence-based information to continuously improve services to business customers. It is expected that a team of State and Local Workforce Investment System partners will create the scorecard from the bottom up and advise the GCWP on measures to consider. The GCWP will facilitate conversation to define the specific meaning of each of the measures selected so each partner has a common understanding of what the measure is pertaining to and how to achieve successful results.

It is extremely important that the measures selected are supported by data collection systems that can report on the progress with minimal staff time. When specific measures are identified, Local Workforce Areas will collect the data for six months to create a baseline on which to improve. The “goal” for each measure will be set and progress updates done at least quarterly.

The creation of a Balanced Scorecard/Performance Management Dashboard for the Arizona workforce system will include these steps:

- Identify a vision. Where is the workforce system going? This work is supported by the Governor’s vision, the Arizona Commerce Authority’s business plan and by the Governors Council of Workforce Policy’s strategic plan.
- Define critical success factors. What do you measure to ensure that the local workforce area staff, partners and vendors are meeting expectations? This will include information related to sector strategies and criteria outlined in the Chartering Policy.



- Evaluate the scorecard. Are we measuring what we have to and what we should in order to have a high-performing workforce system?
- Create action plans and provide reports. How do we manage the Scorecard? Which persons should have reports and what should the reports look like?

Data collected will help Arizona businesses understand the features, advantages and benefits of the support provided through the Arizona workforce system and partner agencies. The Arizona Balanced Scorecard/Performance Management Dashboard will look at four perspectives to establish the balance:

- Financial;
- Customer;
- Internal; and
- Growth and Learning.

## PERFORMANCE DATA

### PERFORMANCE MEASURES

Arizona is using the fifteen performance indicators as outlined in the WIA Section 136 and the Federal Register with the changes and additions outlined in Training and Employment Guidance Letter (TEGL) 17-05. In developing performance goals for each of Arizona’s LWIAs, the State analyzed each local area’s demographics, industry profiles, labor force, and accessibility to human services such as child care and transportation. Arizona’s current economic conditions, as well as projections for the State’s economy over the next two years were also a major consideration.

As required by the USDOL, Arizona uses the USDOL technical specifications for calculating each of the WIA core indicators/measures and developed the subsequent state and local baseline performance levels. Each local area was provided with the USDOL technical specifications and the state generated local area baseline to conduct a validation process. Using this baseline information, the state requested from each local board the proposed level of performance for each of the core indicators. If the level of performance deviates from the baseline generated by the USDOL methodology for the state, the local area was required to provide the documentation used to justify the proposed goals including the past performance.

DES uses wages from the Unemployment Insurance (UI) and the Wage Record Interchange System (WRIS) to calculate the employment based performance measures for the WIA Quarterly (9090) and Annual (9091) reports. These wages are also for the Employment Service (9002), Vets 200 reports and the TAA reports. In setting performance goals under the WIA, the State sought to establish levels that were realistic and attainable given the economic conditions of the



state, calculations and baseline data for each of the employment related indicators were developed with the USDOL methodology as identified by the USDOL.

Arizona requested and received an extension of the approved Program PY 2010 performance measures for PY 2011. Performance measures that are considered:

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

Performance measures and associated goals for PY 2011 are:

**Adult**

Entered Employment Rate	70.5%
Employment Retention Rate	84.0%
Average Earnings	\$11,200
Employment and Credential Rate	66.0%

**Dislocated Worker**

Entered Employment Rate	75.0%
Employment Retention Rate	87.5%
Average Earnings	\$14,000
Employment and Credential Rate	72.0%

**Older Youth**

Entered Employment Rate	73.0%
Employment Retention Rate	80.0%
Earnings Change	\$3,400
Credential Rate	50.0%

**Younger Youth**

Retention Rate	65.0%
Diploma Rate	58.0%
Skill Attainment Rate	83.0%

# 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	71.0%	83.0%	462	580	580	80.0%	116.9%
Employers	71.0%	65.0%	576	613	613	94.0%	91.5%

**Table B – Adult Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rate	70.5%	72.8% 1,574 2,162	103.3%
Employment Retention Rate	84.0%	81.8% 1,907 2,330	97.4%
Average Earnings	\$11,200	\$12,582 \$21,326,424 1,695	112.3%
Employment and Credential Rate	66.0%	64.7% 1,114 1,721	98.0%

**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	66.5%	412	70.8%	97	53.4%	31	68.6%	164
		620		137		58		239
Employment Retention Rate	82.9%	406	78.3%	101	76.6%	36	79.2%	175
		490		129		47		221
Average Earnings Rate	\$11,238	\$3,967,001	\$15,147	\$1,317,761	\$10,128	\$303,827	\$12,997	\$1,936,580
		353		87		30		149
Employment and Credential Rate	57.8%	308	69.2%	54	40.0%	12	55.4%	87
		533		78		30		157

**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	75.0%	977	69.5%	597
		1,303		859
Employment Retention Rate	82.0%	1,206	81.5%	701
		1,470		860
Average Earnings Rate	\$13,106	\$14,023,813	\$11,684	\$7,302,612
		1,070		625

**Table E – Dislocated Worker Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level		% Goal Achieved
Entered Employment Rate	75.0%	82.3%	2,139 2,600	109.7%
Employment Retention Rate	87.5%	86.7%	2,056 2,371	99.1%
Average Earning	\$14,000	\$16,677	\$29,201,895 1,751	119.1%
Employment and Credential Rate	72.0%	67.3%	1,118 1,660	93.5%

**Table F – Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	77.8%	144	61.5%	16	76.9%	423	81.7%	49
		185		26		550		60
Employment Retention Rate	81.9%	145	87.5%	14	84.0%	374	79.5%	31
		177		16		445		39
Average Earnings	\$18,149	\$2,268,558	\$16,389	\$229,449	\$16,950	\$5,373,192	\$12,602	\$340,260
		125		14		317		27
Employment and Credential Rate	67.9%	72	69.2%	9	64.4%	215	71.1%	32
		106		13		334		45

**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	84.6%	1,390	78.8%	749
		1,649		951
Employment Retention Rate	85.9%	1,260	88.1%	796
		1,467		904
Average Earnings	\$16,560	\$17,653,304	\$16,859	\$11,548,590
		1,066		685

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

Reported Information	Negotiated Performance Level	Actual Performance Level		% Goal Achieved
<b>Placement in Employment or Education</b>	N/A	60.0%	957	
			1,595	
<b>Attainment of Degree or Certificate</b>	N/A	61.4%	1,002	
			1,631	
<b>Literacy and Numeracy Gains</b>	N/A	43.5%	300	
			689	

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

Reported Information	Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rate	73.0%	72.4%	391
			540
Employment Retention Rate	80.0%	81.0%	391
			483
Six Months Earnings Increase	\$3,400	\$4,183	\$1,693,959
			405
Credential Rate	50.0%	47.9%	324
			677

Table I – Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	68.9%	153	0%	0	72.0%	18	72.1%	349
		222		0		25		484
Employment Retention Rate	79.0%	113	0%	0	68.4%	13	80.4%	336
		143		0		19		418
Six Months Earnings Increase	\$4,171	\$500,492	\$0	0	\$3,308	\$49,618	\$3,913	\$1,353,787
		120		0		15		346
Credential Rate	45.6%	119	0%	0	36.7%	11	47.4%	285
		261		0		30		601

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

Reported Information	Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Skill Attainment Rate	83.0%	81.2%	1,892
			2,331
Youth Diploma or Equivalent Rate	58.0%	68.8%	536
			779
Retention Rate	65.0%	64.9%	628
			968

Table K – Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	81.5%	992	77.6%	135	71.7%	542
		1,217		174		756
Youth Diploma or Equivalent Rate	67.3%	249	71.7%	38	54.3%	138
		370		53		254
Retention Rate	60.8%	230	59.0%	36	59.1%	264
		378		61		447

**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	69.1%	1,659	\$3,761	\$8,101,058	0.6%	10	\$5,204	\$6,931,298	24.9%	243
		2,402		2,154		1,574		1,332		977
Dislocated Workers	72.7%	1,714	\$94	\$29,596,478	0.2%	5	\$7,096	\$12,163,015	27.1%	376
		2,359		31,670,470		2,139		1,714		1,390
Older Youth	64.0%	301	\$3,536	\$1,428,708	1.0%	4	\$3,202	\$1,043,778		
		470		404		391		326		

**Table M – Participation Levels**

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	91,711	76,690
Total Adult Self-Service	81,479	71,409
WIA Adult	87,370	74,293
WIA Dislocated Worker	4,375	2,413
Total Youth (14-21)	4,191	1,672
Younger Youth (14-18)	2,738	1,046
Older Youth (19-21)	1,453	626
Out-of-School Youth	2,072	963
In-School Youth	2,119	709

**Table N – Cost of Program Activities**

Program Activity	Total Federal Spending	
Local Adults	\$14,527,108	
Local Dislocated Workers	15,644,434	
Local Youth	11,994,665	
Rapid Response (up to 25%) §134 (a) (2)(A)	1,477,723	
Statewide Required Activities (up to 15%) §134(a)(2)(B)	890,000	
Statewide Allowable Activities §134(a)(3)	<b>Program Activity Description</b>	
	State Administration	2,369,312
	Demonstration Projects	1,890,163
<b>Total of All Federal Spending Listed Above</b>	<b>\$48,793,405</b>	

# LOCAL WORKFORCE INVESTMENT AREAS PERFORMANCE TABLES

Table O – Local Performance

<b>Cochise County</b>	Total Participants Served	Adults	2,249
		Dislocated Workers	46
		Older Youth	48
		Younger Youth	122
ETA Assigned # <u>04005</u>	Total Exiters	Adults	2,170
		Dislocated Workers	29
		Older Youth	7
		Younger Youth	17

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	72.0%	84.0%	116.7%
	Dislocated Workers	77.0%	89.3%	116.0%
	Older Youth	73.0%	83.3%	114.1%
Retention Rates	Adults	85.0%	89.4%	105.2%
	Dislocated Workers	88.0%	92.1%	104.7%
	Older Youth	82.0%	92.3%	112.6%
	Younger Youth	65.0%	92.9%	142.9%
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$11,200	\$11,207	100.1%
	Dislocated Workers	\$14,000	\$13,953	99.7%
	Older Youth	\$4,000	\$6,463	161.6%
Credential/Diploma Rates	Adults	67.0%	77.1%	115.1%
	Dislocated Workers	70.0%	76.9%	109.9%
	Older Youth	51.0%	60.0%	117.6%
	Younger Youth	60.0%	84.6%	141.0%
Skill Attainment Rate	Younger Youth	86.0%	100.0%	116.3%
Placement in Employment or Education	Youth (14-21)	N/A	78.3%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	83.3%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	22.2%	
<b>Overall Status of Local Performance</b>		Not Met	Met	Exceeded
		<b>0</b>	<b>1</b>	<b>14</b>

Table O – Local Performance

<b>Coconino County</b>	Total Participants Served	Adults	2,174
		Dislocated Workers	22
		Older Youth	12
		Younger Youth	26
ETA Assigned # <u>04065</u>	Total Exiters	Adults	1,984
		Dislocated Workers	21
		Older Youth	5
		Younger Youth	22

Reported Information		Negotiated Performance Level		Actual Performance Level	% Goal Achieved
Customer Satisfaction	Program Participants	See Table A			
	Employers				
Entered Employment Rates	Adults	71.0%	95.7%	134.8%	
	Dislocated Workers	75.0%	100.0%	133.3%	
	Older Youth	73.0%	80.0%	109.6%	
Retention Rates	Adults	84.0%	92.7%	110.4%	
	Dislocated Workers	87.5%	87.0%	99.4%	
	Older Youth	81.0%	100.0%	123.5%	
	Younger Youth	67.0%	77.3%	115.4%	
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$11,200	\$14,786	132.0%	
	Dislocated Workers	\$12,000	\$15,279	127.3%	
	Older Youth	\$3,000	\$2,639	88.0%	
Credential/Diploma Rates	Adults	66.0%	80.0%	121.2%	
	Dislocated Workers	70.0%	75.0%	107.1%	
	Older Youth	51.0%	62.5%	122.5%	
	Younger Youth	59.0%	92.9%	157.5%	
Skill Attainment Rate	Younger Youth	83.0%	73.9%	89.0%	
Placement in Employment or Education	Youth (14-21)	N/A	66.7%	0.0%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	74.2%	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>0</b>	<b>3</b>	<b>12</b>	

Table O – Local Performance

<b>Gila/Pinal Counties</b>	Total Participants Served	Adults	5,432
		Dislocated Workers	*
		Older Youth	61
		Younger Youth	89
ETA Assigned # 04010	Total Exiters	Adults	4,396
		Dislocated Workers	*
		Older Youth	24
		Younger Youth	20

Reported Information		Negotiated Performance Level		Actual Performance Level	% Goal Achieved
Customer Satisfaction	Program Participants	See Table A			
	Employers				
Entered Employment Rates	Adults	75.0%	66.7%	88.9%	
	Dislocated Workers*	See REPAC - Table O			
	Older Youth	74.0%	85.7%	115.8%	
Retention Rates	Adults	83.0%	83.0%	100.0%	
	Dislocated Workers*	See REPAC - Table O			
	Older Youth	84.0%	100.0%	119.0%	
	Younger Youth	66.0%	75.0%	113.6%	
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$12,500	\$12,917	103.3%	
	Dislocated Workers*	See REPAC - Table O			
	Older Youth	\$5,000	\$6,188	123.8%	
Credential/Diploma Rates	Adults	64.5%	58.0%	89.9%	
	Dislocated Workers*	See REPAC - Table O			
	Older Youth	50.0%	83.3%	166.6%	
	Younger Youth	63.5%	83.3%	131.2%	
Skill Attainment Rate	Younger Youth	85.0%	74.5%	87.6%	
Placement in Employment or Education	Youth (14-21)	N/A	84.2%		
Attainment of Degree or Certificate	Youth (14-21)	N/A	88.0%		
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>3</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, Graham, Greenlee and Nineteen Tribal Nations. (Also see Table-O – REPAC Dislocated Worker Consortium.)



Table O – Local Performance

<b>Graham County</b>	Total Participants Served	Adults	377
		Dislocated Workers	*
		Older Youth	23
		Younger Youth	29
ETA Assigned # 04015	Total Exiters	Adults	263
		Dislocated Workers	*
		Older Youth	13
		Younger Youth	9

Reported Information		Negotiated Performance Level		Actual Performance Level	% Goal Achieved
Customer Satisfaction	Program Participants	See Table A			
	Employers				
Entered Employment Rates	Adults	69.5%	53.8%	77.4%	
	Dislocated Workers*	See REPAC - Table O			
	Older Youth	66.0%	83.3%	126.2%	
Retention Rates	Adults	83.0%	75.0%	90.4%	
	Dislocated Workers*	See REPAC - Table O			
	Older Youth	75.0%	100.0%	133.3%	
	Younger Youth	65.0%	100.0%	153.8%	
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$11,500	\$17,975	156.3%	
	Dislocated Workers*	See REPAC - Table O			
	Older Youth	\$3,500	\$17,626	503.6%	
Credential/Diploma Rates	Adults	64.0%	64.0%	100.0%	
	Dislocated Workers*	See REPAC - Table O			
	Older Youth	50.0%	53.8%	107.6%	
	Younger Youth	58.0%	80.0%	137.9%	
Skill Attainment Rate	Younger Youth	81.0%	85.7%	105.8%	
Placement in Employment or Education	Youth (14-21)	N/A	85.7%		
Attainment of Degree or Certificate	Youth (14-21)	N/A	61.9%		
Literacy or Numeracy Gains	Youth (14-21)	N/A	27.3%		
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>	
		<b>1</b>	<b>1</b>	<b>9</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, Graham, Greenlee and Nineteen Tribal Nations. (Also see Table-O – REPAC Dislocated Worker Consortium.)

Table O – Local Performance

<b>Greenlee County</b>	Total Participants Served	Adults	7
		Dislocated Workers	*
		Older Youth	5
		Younger Youth	5
ETA Assigned #04020	Total Exiters	Adults	4
		Dislocated Workers	*
		Older Youth	1
		Younger Youth	3

Reported Information		Negotiated Performance Level		Actual Performance Level	% Goal Achieved
Customer Satisfaction	Program Participants	See Table A			
	Employers	See Table A			
Entered Employment Rates	Adults	69.0%	0.0%	0.0%	
	Dislocated Workers*	See REPAC - Table O			
	Older Youth	66.0%	0.0%	0.0%	
Retention Rates	Adults	82.0%	0.0%	0.0%	
	Dislocated Workers*	See REPAC - Table O			
	Older Youth	75.0%	0.0%	0.0%	
	Younger Youth	64.0%	0.0%	0.0%	
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$11,200	\$0	0.0%	
	Dislocated Workers*	See REPAC - Table O			
	Older Youth	\$3,400	\$0	0.0%	
Credential/Diploma Rates	Adults	63.0%	66.7%	105.9%	
	Dislocated Workers*	See REPAC - Table O			
	Older Youth	50.0%	0.0%	0.0%	
	Younger Youth	58.0%	100.0%	172.4%	
Skill Attainment Rate	Younger Youth	81.0%	66.7%	82.3%	
Placement in Employment or Education	Youth (14-21)	N/A	50.0%		
Attainment of Degree or Certificate	Youth (14-21)	N/A	66.7%		
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>8</b>	<b>1</b>	<b>2</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, Graham, Greenlee and Nineteen Tribal Nations. (Also see Table-O – REPAC Dislocated Worker Consortium.)

Table O – Local Performance

<b>Maricopa County</b>	Total Participants Served	Adults	20,836
		Dislocated Workers	1,132
		Older Youth	266
		Younger Youth	381
ETA Assigned # <u>04035</u>	Total Exiters	Adults	16,667
		Dislocated Workers	644
		Older Youth	101
		Younger Youth	150

Reported Information		Negotiated Performance Level		Actual Performance Level	% Goal Achieved
Customer Satisfaction	Program Participants	See Table A			
	Employers				
Entered Employment Rates	Adults	75.3%	77.3%	102.7%	
	Dislocated Workers	77.4%	77.0%	99.5%	
	Older Youth	73.0%	66.7%	91.4%	
Retention Rates	Adults	84.0%	84.5%	100.6%	
	Dislocated Workers	87.5%	85.0%	97.1%	
	Older Youth	80.0%	73.6%	92.0%	
	Younger Youth	65.0%	65.7%	101.1%	
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$12,420	\$12,938	104.2%	
	Dislocated Workers	\$14,000	\$16,924	120.9%	
	Older Youth	\$3,400	\$2,890	85.0%	
Credential/Diploma Rates	Adults	66.0%	77.9%	118.0%	
	Dislocated Workers	72.0%	77.7%	107.9%	
	Older Youth	50.0%	47.5%	95.0%	
	Younger Youth	70.0%	64.0%	91.4%	
Skill Attainment Rate	Younger Youth	83.0%	73.8%	88.9%	
Placement in Employment or Education	Youth (14-21)	N/A	52.7%		
Attainment of Degree or Certificate	Youth (14-21)	N/A	59.2%		
Literacy or Numeracy Gains	Youth (14-21)	N/A	63.1%		
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>	
		<b>0</b>	<b>8</b>	<b>7</b>	

Table O – Local Performance

<b>Mohave/La Paz Counties</b>	Total Participants Served	Adults	4,472
		Dislocated Workers	95
		Older Youth	33
		Younger Youth	142
ETA Assigned # <u>04070</u>	Total Exiters	Adults	3,494
		Dislocated Workers	19
		Older Youth	6
		Younger Youth	30

Reported Information		Negotiated Performance Level		Actual Performance Level	% Goal Achieved
Customer Satisfaction	Program Participants	See Table A			
	Employers				
Entered Employment Rates	Adults	72.0%	86.2%	119.7%	
	Dislocated Workers	75.0%	25.0%	33.3%	
	Older Youth	65.0%	80.0%	123.1%	
Retention Rates	Adults	84.0%	64.9%	77.3%	
	Dislocated Workers	86.5%	0.0%	0.0%	
	Older Youth	80.0%	90.9%	113.6%	
	Younger Youth	65.0%	76.9%	118.3%	
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$10,000	\$10,430	104.3%	
	Dislocated Workers	\$12,000	\$0.0	0.0%	
	Older Youth	\$3,700	\$9,391	253.8%	
Credential/Diploma Rates	Adults	57.0%	59.0%	103.5%	
	Dislocated Workers	69.0%	33.3%	48.3%	
	Older Youth	40.0%	46.2%	115.5%	
	Younger Youth	58.0%	90.0%	155.2%	
Skill Attainment Rate	Younger Youth	83.0%	96.4%	116.1%	
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>Met</b>	<b>Exceeded</b>	
		<b>5</b>	<b>0</b>	<b>10</b>	

Table O – Local Performance

<b>Navajo/Apache Counties</b>	Total Participants Served	Adults	2,460
		Dislocated Workers	12
		Older Youth	6
		Younger Youth	6
ETA Assigned # <u>04095</u>	Total Exiters	Adults	2,247
		Dislocated Workers	6
		Older Youth	1
		Younger Youth	3

Reported Information		Negotiated Performance Level		Actual Performance Level	% Goal Achieved
Customer Satisfaction	Program Participants	See Table A			
	Employers				
Entered Employment Rates	Adults	69.5%	81.8%	117.7%	
	Dislocated Workers	73.0%	90.9%	124.5%	
	Older Youth	70.0%	75.0%	107.1%	
Retention Rates	Adults	82.0%	86.7%	105.7%	
	Dislocated Workers	85.0%	92.3%	108.6%	
	Older Youth	75.5%	75.0%	99.3%	
	Younger Youth	65.0%	63.6%	97.8%	
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$10,000	\$20,561	205.6%	
	Dislocated Workers	\$12,000	\$23,250	193.8%	
	Older Youth	\$3,000	\$4,056	135.2%	
Credential/Diploma Rates	Adults	62.5%	83.3%	133.3%	
	Dislocated Workers	71.0%	63.6%	89.6%	
	Older Youth	48.0%	75.0%	156.3%	
	Younger Youth	58.0%	66.7%	115.0%	
Skill Attainment Rate	Younger Youth	83.0%	100.0%	120.5%	
Placement in Employment or Education	Youth (14-21)	N/A	63.6%		
Attainment of Degree or Certificate	Youth (14-21)	N/A	72.7%		
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>3</b>	<b>12</b>	

Table O – Local Performance

<b>Nineteen Tribal Nations</b>	Total Participants Served	Adults	290
		Dislocated Workers	*
		Older Youth	122
		Younger Youth	250
ETA Assigned # <u>04090</u>	Total Exiters	Adults	182
		Dislocated Workers	*
		Older Youth	60
		Younger Youth	93

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	71.0%	71.4%	100.6%
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	70.0%	64.8%	92.6%
Retention Rates	Adults	82.0%	76.4%	93.2%
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	82.0%	88.9%	108.4%
	Younger Youth	58.0%	51.4%	88.6%
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$10,000	\$8,868	88.7%
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	\$3,500	\$5,407	154.5%
Credential/Diploma Rates	Adults	62.5%	57.3%	91.7%
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	45.0%	38.2%	84.9%
	Younger Youth	61.0%	63.0%	103.3%
Skill Attainment Rate	Younger Youth	83.0%	84.3%	101.6%
Placement in Employment or Education	Youth (14-21)	N/A	58.3%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	61.5%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	11.3%	
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>0</b>	<b>6</b>	<b>5</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, Graham, Greenlee 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	23,330
		Dislocated Workers	862
		Older Youth	315
		Younger Youth	499
ETA Assigned # <u>04025</u>	Total Exiters	Adults	22,774
		Dislocated Workers	561
		Older Youth	131
		Younger Youth	216

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	74.0%	68.8%	93.0%
	Dislocated Workers	82.8%	76.3%	92.1%
	Older Youth	72.4%	70.5%	97.4%
Retention Rates	Adults	85.0%	81.8%	96.2%
	Dislocated Workers	90.0%	87.2%	96.9%
	Older Youth	81.5%	80.9%	99.3%
	Younger Youth	65.0%	67.2%	103.4%
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$12,500	\$13,747	110.0%
	Dislocated Workers	\$15,500	\$19,595	126.4%
	Older Youth	\$3,400	\$4,376	128.7%
Credential/Diploma Rates	Adults	66.2%	62.3%	94.1%
	Dislocated Workers	72.0%	65.8%	91.4%
	Older Youth	50.0%	44.6%	89.2%
	Younger Youth	66.0%	65.1%	98.6%
Skill Attainment Rate	Younger Youth	83.0%	78.5%	94.6%
Placement in Employment or Education	Youth (14-21)	N/A	57.8%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	54.6%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	32.3%	
<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	13,715
		Dislocated Workers	1,626
		Older Youth	366
		Younger Youth	790
ETA Assigned # 04030	Total Exiters	Adults	11,288
		Dislocated Workers	799
		Older Youth	127
		Younger Youth	277

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	70.6%	67.7%	95.9%
	Dislocated Workers	75.5%	87.8%	116.3%
	Older Youth	73.1%	67.3%	92.1%
Retention Rates	Adults	84.5%	81.0%	95.9%
	Dislocated Workers	87.6%	84.1%	96.0%
	Older Youth	80.1%	76.4%	95.4%
	Younger Youth	65.1%	55.6%	85.4%
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$11,300	\$12,834	113.6%
	Dislocated Workers	\$14,100	\$14,745	104.6%
	Older Youth	\$3,500	\$3,723	106.4%
Credential/Diploma Rates	Adults	66.5%	59.6%	89.6%
	Dislocated Workers	71.0%	62.2%	87.6%
	Older Youth	45.0%	36.2%	80.4%
	Younger Youth	58.5%	72.8%	124.4%
Skill Attainment Rate	Younger Youth	83.1%	79.6%	95.8%
Placement in Employment or Education	Youth (14-21)	N/A	56.4%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	66.3%	
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>10</b>	<b>5</b>



Table O – Local Performance

<b>REPAC Dislocated Worker Consortium*</b>	Total Participants Served	Dislocated Workers	246
ETA Assigned # <u>04010</u>	Total Exiters	Dislocated Workers	114

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Dislocated Workers	83.0%	92.0%	110.8%
Retention Rates	Dislocated Workers	86.5%	93.3%	107.9%
Average Earnings (Adults/DWs)	Dislocated Workers	\$14,000	\$20,009	142.9%
Credential/Diploma Rates	Dislocated Workers	69.0%	73.4%	106.4%
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>0</b>	<b>0</b>	<b>4</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, Graham, Greenlee and Nineteen Tribal Nations.

Table O – Local Performance

<b>Santa Cruz County</b>	Total Participants Served	Adults	491
		Dislocated Workers	20
		Older Youth	20
		Younger Youth	104
ETA Assigned # <u>04040</u>	Total Exiters	Adults	234
		Dislocated Workers	9
		Older Youth	11
		Younger Youth	56

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	70.5%	75.0%	106.4%
	Dislocated Workers	73.5%	93.8%	127.6%
	Older Youth	66.0%	85.7%	129.8%
Retention Rates	Adults	84.0%	81.3%	96.8%
	Dislocated Workers	82.0%	90.9%	110.9%
	Older Youth	75.5%	100.0%	132.5%
	Younger Youth	65.0%	68.4%	105.2%
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$11,200	\$11,081	98.9%
	Dislocated Workers	\$11,500	\$13,646	118.7%
	Older Youth	\$3,400	\$1,454	42.8%
Credential/Diploma Rates	Adults	66.0%	55.0%	83.3%
	Dislocated Workers	72.0%	66.7%	92.6%
	Older Youth	50.0%	22.2%	44.4%
	Younger Youth	58.0%	69.2%	119.3%
Skill Attainment Rate	Younger Youth	83.0%	76.5%	92.2%
Placement in Employment or Education	Youth (14-21)	N/A	40.5%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	33.8%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	25.0%	
<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>Yavapai County</b>	Total Participants Served	Adults	4,993
		Dislocated Workers	151
		Older Youth	39
		Younger Youth	54
ETA Assigned # <u>04080</u>	Total Exiters	Adults	3,778
		Dislocated Workers	95
		Older Youth	27
		Younger Youth	33

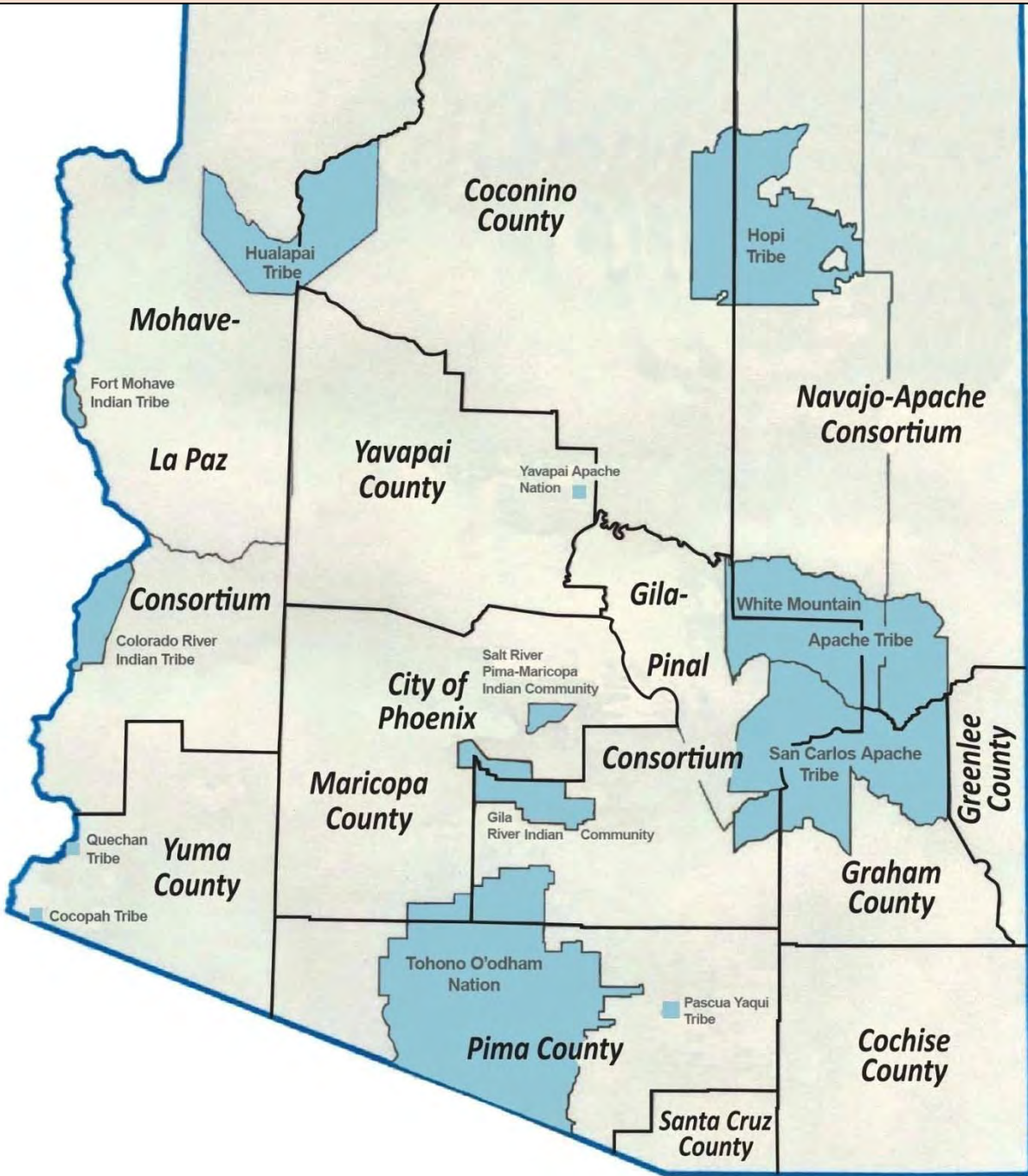
Reported Information		Negotiated Performance Level		Actual Performance Level	% Goal Achieved
Customer Satisfaction	Program Participants	See Table A			
	Employers				
Entered Employment Rates	Adults	74.0%	89.9%	121.5%	
	Dislocated Workers	85.0%	94.9%	111.6%	
	Older Youth	70.0%	89.5%	127.9%	
Retention Rates	Adults	84.0%	92.9%	110.6%	
	Dislocated Workers	90.0%	92.0%	102.2%	
	Older Youth	80.0%	83.3%	104.1%	
	Younger Youth	63.0%	80.0%	127.0%	
Average Earnings (Adults/DWs) Six Month Earnings Increase (Older Youth)	Adults	\$10,500	\$12,968	123.5%	
	Dislocated Workers	\$13,000	\$13,623	104.8%	
	Older Youth	\$3,000	\$4,200	140.0%	
Credential/Diploma Rates	Adults	70.0%	89.6%	128.0%	
	Dislocated Workers	68.5%	83.3%	121.6%	
	Older Youth	48.0%	65.2%	135.8%	
	Younger Youth	58.0%	69.6%	120.0%	
Skill Attainment Rate	Younger Youth	82.0%	86.4%	105.4%	
Placement in Employment or Education	Youth (14-21)	N/A	77.3%		
Attainment of Degree or Certificate	Youth (14-21)	N/A	87.5%		
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>0</b>	<b>15</b>	

Table O – Local Performance

<b>Yuma County</b>	Total Participants Served	Adults	6,544
		Dislocated Workers	163
		Older Youth	137
		Younger Youth	241
ETA Assigned # <u>04045</u>	Total Exiters	Adults	4,812
		Dislocated Workers	116
		Older Youth	112
		Younger Youth	117

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rates	Adults	75.0%	70.5%	94.0%
	Dislocated Workers	75.0%	81.5%	108.7%
	Older Youth	73.0%	81.3%	111.4%
Retention Rates	Adults	83.0%	78.1%	94.1%
	Dislocated Workers	87.5%	89.8%	102.6%
	Older Youth	82.0%	82.6%	100.7%
	Younger Youth	65.0%	71.4%	109.8%
Average Earnings (Adults/DWs) Six months Earnings Increase (Older Youth)	Adults	\$10,000	\$10,511	105.1%
	Dislocated Workers	\$10,100	\$13,295	131.6%
	Older Youth	\$3,400	\$3,600	105.9%
Credential/Diploma Rates	Adults	66.0%	52.7%	79.8%
	Dislocated Workers	72.0%	58.9%	81.8%
	Older Youth	50.0%	60.0%	120.0%
	Younger Youth	56.0%	56.0%	100.0%
Skill Attainment Rate	Younger Youth	83.0%	94.9%	114.3%
Placement in Employment or Education	Youth (14-21)	N/A	71.5%	
Attainment of Degree or Certificate	Youth (14-21)	N/A	59.6%	
Literacy or Numeracy Gains	Youth (14-21)	N/A	81.7 %	
<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>

# LOCAL WORKFORCE INVESTMENT AREA STATEWIDE MAP



# LOCAL WORKFORCE INVESTMENT AREA CONTACT INFORMATION

Local Workforce Investment Areas (LWIAs) were designated initially according to the guidelines outlined in the Workforce Investment Act (WIA). For PY 2011, there were 14 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.

## Cochise County

Vada Phelps, Director  
900 Carmelita Drive  
Sierra Vista, Arizona 85635  
Phone: (520) 439-3542

## Coconino County

Carol Curtis, Director  
2625 North King Street  
Flagstaff, Arizona 86004  
Phone: (928) 679-7400

## Gila/Pinal Consortium

Barbara Valencia, Program Manager  
5515 South Apache Avenue, Suite 200  
Globe, Arizona 85501  
Phone: (928) 425-7631

## Graham County

Neil Karnes, Director  
826 West Main Street  
Safford, Arizona 85546  
Phone: (928) 428-7386

## Greenlee County

Deborah Brinkley, Program Manager  
Highway 191 & Ward Canyon Road  
Clifton, Arizona 85533  
Phone: (928) 865-4151

## Maricopa County

Margaret Trujillo, Interim Assistant  
Director  
234 North Central Avenue, Suite 3201  
Phoenix, Arizona 85004  
Phone: (602) 506-4146

## Mohave/La Paz Counties

Susie Parel-Duranceau, Director  
700 West Beale Street  
Kingman, Arizona 86401  
Phone: (928) 753-0723 ext. 4780

## Navajo/Apache Counties

Judy Bratcher, Director  
100 East Carter Road  
Holbrook, Arizona 86025  
Phone: (928) 524-4167

## Nineteen Tribal Nations

Patrick Andrews, Chairman  
P.O. Box 837  
Sells, Arizona 85634  
Phone: (520) 383-8650

## Phoenix, City of

Cynthia Spell Tweh, Deputy Director  
200 West Washington Street, 19<sup>th</sup> Floor  
Phoenix, Arizona 85004  
Phone: (602) 262-6776

## Pima County

Arthur Eckstrom, Director  
2797 East Ajo Way  
Tucson, Arizona 85713  
Phone: (520) 243-6700

## Santa Cruz County

Patricia Wallace, Director  
610 North Morley Avenue  
Nogales, Arizona 85621  
Phone: (520) 375-7670

## Yavapai County

Teri Drew, Regional Director  
221 North Marina, Suite 201  
Prescott, Arizona 86302  
Phone: (928) 778-1422

## Yuma County

John Morales, Director  
3834 West 16th Street  
Yuma, Arizona 85364  
Phone: (928) 329-0990





Published October 2012

For additional copies of this report contact:

Arizona Department of Economic Security  
Employment Administration  
Workforce Investment Act Section  
1789 West Jefferson Street  
Phoenix, Arizona 85007  
(602) 542-3957  
[www.azdes.gov/wia/](http://www.azdes.gov/wia/)

Equal Opportunity Employer/Program • Under Titles VI and VII of the Civil Rights Act of 1964 (Title VI & VII), and the Americans with Disabilities Act of 1990 (ADA), Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, and Title II of the Genetic Information Nondiscrimination Act (GINA) of 2008; the Department prohibits discrimination in admissions, programs, services, activities or employment based on race, color, religion, sex, national origin, age, disability, genetics and retaliation. The Department must make a reasonable accommodation to allow a person with a disability to take part in a program, service or activity. Auxiliary aids and services are available upon request to individuals with disabilities. For example, this means if necessary, the Department must provide sign language interpreters for people who are deaf, a wheelchair accessible location, or enlarged print materials. It also means that the Department will take any other reasonable action that allows you to take part in and understand a program or activity, including making reasonable changes to an activity. If you believe that you will not be able to understand or take part in a program or activity because of your disability; please let us know of your disability needs in advance if at all possible. To request this document in alternative format or for further information about this policy, contact your local office manager; TTY/TDD Services: 7-1-1. • Free language assistance for DES services is available upon request. • Ayuda gratuita con traducciones relacionadas a los servicios de DES está disponible a solicitud del cliente. WIA-1018AOTHNA (9-12)