



DEPARTMENT OF ECONOMIC SECURITY

Your Partner for A Stronger Arizona

Douglas A. Ducey
Governor

Timothy Jeffries
Director

DEC 15 2015

Ms. Virginia Hamilton
Regional Administrator
Employment and Training Administration
United States Department of Labor
90 7th Street, Suite 17-300
San Francisco, California 94103-1516

Dear Ms. Hamilton: *Virginia*

On behalf of Arizona Governor, Douglas A. Ducey, and in compliance with Section 136(d) of the Workforce Investment Act (WIA), the Arizona Department of Economic Security, the Workforce Arizona Council, and the Arizona Commerce Authority proudly submit the State of Arizona Program Year 2014 WIA Title 1B Annual Report narrative.

Program Year 2014 has proven to be a successful year for Arizona's workforce system. The State met all of the negotiated levels of performance while exceeding seven of the nine WIA Title 1B performance measures. The information contained in this report is the result of collaborative efforts between Arizona's workforce partners, including the Local Workforce Development Areas (formerly Local Workforce Investment Areas) which provide the direct services to Arizona's WIA Title 1B participants.

If you have any questions, please contact Peggy Feenan, Deputy Administrator for Employment Administration at (602) 542-0538 or by email at pfeenan@azdes.gov.

Sincerely,

Thomas Colombo
Assistant Director

Enclosures

STATE OF ARIZONA

**Building a
Strong
Workforce
System**

WIA Title IB Annual Report
Program Year 2014

TABLE OF CONTENTS

ABBREVIATIONS	3
ARIZONA WORKFORCE CONNECTION	5
ARIZONA ECONOMIC ENVIRONMENT	6
STATE LEVEL ACTIVITIES	13
WIA WAIVERS	18
WIA HIGHLIGHTS	21
SERVICES TO VETERANS	46
REPORTING	49
COST EFFECTIVENESS	51
STATE EVALUATION ACTIVITIES	51
PERFORMANCE DATA	53
STATE PERFORMANCE TABLES	55
LOCAL WORKFORCE INVESTMENT AREA PERFORMANCE TABLES	60
LOCAL WORKFORCE INVESTMENT AREA MAPS	73
LOCAL WORKFORCE INVESTMENT AREA CONTACT INFORMATION	76

ABBREVIATIONS

AAAC	Arizona Apprenticeship Advisory Committee
ACA	Arizona Commerce Authority
ACYR	Arizona Call-A-Teen Youth Resources
ADE	Arizona Department of Education
ADOA	Arizona Department of Administration
AJC	AZ Job Connection
AJLA	America's Job Link Alliance
AWC	Arizona Workforce Connection
BAC	Business Assistance Center
BLS	Bureau of Labor Statistics
COYOTE	COalition YOUTH TEam
CTE	Career and Technical Education
CY	Calendar Year
DES	Arizona Department of Economic Security
DERS	Division of Employment and Rehabilitation Services
DVOP	Disabled Veteran Outreach Program
DW	Dislocated Worker
EDRVS	Enterprise Data Reporting and Validation System
EPS	(Office of) Employment and Population Statistics
ES	Employment Services
ETA	Employment and Training Administration
ETP	Eligible Training Providers
ETPL	Eligible Training Provider List
FEDES	Federal Employment Data Exchange System
GED	General Educational Development
IDP	Individual Development Plan
ISD	Integrated Service Delivery
ISS	Individual Service Strategies
JTED	Joint Technological Education District
KAMMA	Kingman and Mohave Manufacturing Association
LVER	Local Veteran Employment Representatives
LWIA	Local Workforce Investment Area
LWIB	Local Workforce Investment Board
MOU	Memorandum of Understanding
MSA	Metropolitan Statistical Area
NACOG	Northern Arizona Council of Governments
NASTAD	National Association of State and Territorial Apprenticeship Directors
NBER	National Bureau of Economic Research
NTN	Nineteen Tribal Nations
OJT	On-the-Job Training
OMB	Office of Management and Budget
PCC	Pima Community College
PWC	Phoenix Workforce Connection
PY	Program Year

REPAC	Re-Employment Prelayoff Assistance Center
SAMP	Southern Arizona Manufacturing Partners
STEM	Science Technology Engineering Math
TAA	Trade Adjustment Assistance
TEGL	Training and Employment Guidance Letter
UI	Unemployment Insurance
U.S.	United States
U.S. DOL	U.S. Department of Labor
VETS	Veterans Employment Training Services
WAC	Workforce Arizona Council
WARN	Workers Adjustment Retraining Notification
WIA	Workforce Investment Act
WIASRD	Workforce Investment Act Standardized Record Data
WIB	Workforce Investment Board
WIOA	Workforce Innovation and Opportunity Act
WIRED	Workforce Innovation in Regional Economic Development
WOTC	Work Opportunity Tax Credit
WRIS	Wage Record Interchange System
YPIC	Yuma Private Industry Council

ARIZONA WORKFORCE CONNECTION

The Arizona Workforce Connection (AWC) was created as Arizona’s workforce brand¹ to include the Workforce Arizona Council (WAC), the Arizona Department of Economic Security (DES), the Arizona Commerce Authority (ACA), the Arizona Department of Education (ADE), Local Workforce Investment Areas (LWIAs) along with their respective Local Workforce Boards (LWIBs),² comprehensive One-Stop Centers, satellite offices, affiliate sites and an array of workforce partners. The Governor designated DES as the Fiscal and Administrative Entity for the Workforce Investment Act (WIA) Title I. In Program Year (PY) 2014, there were 12 designated LWIAs in Arizona. One of the LWIAs consists of 13 Tribal Entities.

The ACA is Arizona’s economic development organization with a mission to attract business to Arizona and encourage the growth of existing Arizona businesses. The ACA and DES maintain a close working relationship throughout the year to coordinate economic and workforce development, provision of services as well as grant-related activities and strategic planning. The WAC, which receives staff support from the ACA, includes a representative from DES.

The Arizona Workforce Connection partners continue to support the creation and sustainability of sector partnerships across industries statewide including manufacturing, healthcare, and mining, as well as renewable energy with tribal partners. In addition, as outlined in the Arizona State Plan, the LWIAs created sector strategies for their areas, identifying industries most critical to their economic growth.³ One of the priorities being addressed by each of the partnerships includes the need to better align workforce, education and economic development with industry needs. The ACA is committed to supporting sector partnerships in the following areas:

HOW ACA SUPPORTS SECTOR PARTNERSHIPS

COACHING	CONNECTING	CO-INVESTING	COMMUNICATING
<p>Technical assistance in launching sector partnerships</p> <p>Peer-to-peer networking</p> <p>Annual sector academies</p>	<p>Brokering partnerships across regions and with state agencies to advance sector priorities</p> <p>Brokering partnerships with federal agencies, foundations and other sector allies</p>	<p>Grants and tax credits to improve sector competitiveness and foster innovation</p>	<p>Promoting sector partnerships</p> <p>Promoting Arizona as destination for business growth and competitiveness</p>

¹ State of Arizona Integrated Workforce Plan, p. 50, https://www.azdes.gov/InternetFiles/Reports/pdf/wia_title_ib_annual_report_program_2012.pdf.

² As of July 1, 2015, the names have changed to Local Workforce Development Areas and Boards; for this report we have maintained the names LWIA and LWIB as they were used throughout PY 2014.

³ State of Arizona Integrated Workforce Plan, p. 29, *loc. cit.*

ARIZONA ECONOMIC ENVIRONMENT

The Arizona Department of Administration (ADOA), Office of Employment and Populations Statistics (EPS) produces demographic, labor force and economic information for Arizona and submitted the following summary of economic highlights for Program Year (PY) 2014.

Economic Overview:

The Arizona economy has recorded moderate and steady employment growth since the end of the Great Recession. This trend continued through PY 2014 as average annual seasonally unadjusted total Nonfarm employment increased by 54,400 jobs or 2.1 percent from PY 2013 to PY 2014 and the seasonally adjusted unemployment rate decreased from 6.8 percent in June 2014 to 5.9 percent in June 2015. This marks three consecutive program years of total Nonfarm employment growth at or above 2.0 percent. Arizona total Nonfarm employment is projected to record over-the-year job gains through the remainder of Calendar Year (CY) 2015 (56,600 jobs, or 2.2 percent) as well as CY 2016 (63,100 jobs, or 2.4 percent).⁴

Other economic indicators related to the labor market also indicated positive trends through PY 2014, consistent with a growing economy. Indicators of income and output, such as real gross state product, real personal income, United States (U.S.) corporate profits after taxes and industrial production have improved since the end of PY 2013, at both the state and national levels.⁵ Indicators of business and consumer spending are also showing expansion; real personal consumption expenditures, real retail and food services sales, real net domestic investment, and real net private domestic investment.⁶

National, state and local housing sectors continue to slowly improve with gradually rising levels of building construction permits and starts along with housing prices. Both single-family and multi-family housing markets continue to improve. Prices in single-family residential markets are rising as demand increases at a faster rate than the increase in supply of homes for sale. The supply of homes available for sale is being limited by the number of existing homes dedicated to the rental market where vacancy rates are low.⁷

⁴See Employment and Population Statistics (EPS) Office. Modest Nonfarm Employment Growth in 2015; Mild Acceleration in 2016. February 26, 2015. Arizona Department of Administration (ADOA). At the website: <https://laborstats.az.gov/sites/default/files/documents/files/ifor-02-2014to2016-report.pdf>.

⁵ See FRED graphs and data for the variables: real total gross domestic product for Arizona, annual, not seasonally adjusted (AZRGSP); real gross domestic product, annual, not seasonally adjusted (GDPMCA1); real personal income, billions of chained 2009 dollars, monthly, seasonally adjusted annual rate (RPI); total personal income in Arizona, quarterly, seasonally adjusted annual rate (AZTOT); personal income, seasonally adjusted annual rate (PINCOME); real disposable personal income, quarterly, seasonally adjusted annual rate (DPIC96); corporate profits after tax (without IVA and CCAadj), billions of dollars, quarterly, seasonally adjusted annual rate (CP); and industrial production: total index, index 2007=100, quarterly, not seasonally adjusted (IPB50001NQ) at the website <http://research.stlouisfed.org/fred2/>.

⁶ See FRED graphs and data for the variables: real personal consumption expenditures, billions of chained 2009 dollars, quarterly, seasonally adjusted annual rate (PCECC96); real retail and food services sales, millions of dollars, monthly, seasonally adjusted (RRSFS); real net domestic investment, billions of chained 2009 dollars, annual, not seasonally adjusted (W171RX1A020NBEA); real net private domestic investment, billions of chained 2009 dollars, annual, not seasonally adjusted (A557RX1A020NBEA) at the website <http://research.stlouisfed.org/fred2/>.

⁷ (a) See FRED graphs and data for the variables: all-transactions house price index for the United States, index 1980:Q1=100, quarterly, not seasonally adjusted (USSTHPI); all-transactions house price index for Arizona, index

Factors in the current national and state economies with the potential to reduce the rate of economic expansion begin with weak wage growth and falling real, median household income. Weakness in the growth of wages and real household incomes is a concern when the total level of outstanding consumer credit continues to increase. While revolving consumer credit levels are currently increasing very slowly, non-revolving consumer credit is expanding at a faster pace and, therefore, causing an expansion in the overall level of consumer credit. The continued growth in student debt is driving the increase in non-revolving consumer credit.⁸ The growth in the exports of goods and services to overseas markets is slowing because of the rise in the value of the U.S. dollar relative to the currencies of major international trading partners. If the Federal Reserve increases the interest rate charged to member financial institutions, then interest rates in the overall economy will, most likely, have the tendency to rise and dampen the already slow rate of the expansion of economic activity.⁹

1980:Q1=100, quarterly, not seasonally adjusted (AZSTHPI); all-transactions house price index for Phoenix-Mesa-Glendale, AZ (MSA), index 1995:Q1=100, quarterly, not seasonally adjusted (ATNHPIUS38060Q); all-transactions house price index for Tucson, AZ (MSA), Index 1995:Q1=100, quarterly, not seasonally adjusted (ATNHPIUS46060Q); new private housing units authorized by building permits, thousands of units, monthly, seasonally adjusted annual rate (PERMIT); new privately-owned housing units authorized by building permits: 1-unit structures, thousands of units, monthly, not seasonally adjusted (PERMIT1NSA); new private housing units authorized by building permit for Arizona, units, monthly, not seasonally adjusted (AZBPPRIV); privately owned housing starts authorized by building permits: 1-unit structures for Arizona, units, monthly, not seasonally adjusted (AZBP1FH); new private housing units authorized by building permit for Phoenix-Mesa-Scottsdale, AZ (MSA), units, monthly, not seasonally adjusted (PHOE004BPPRIV); privately owned housing starts authorized by building permits: 1-Unit structures for Phoenix-Mesa-Scottsdale, AZ (MSA), units, monthly, not seasonally adjusted (PHOE004BP1FH); new private housing units authorized by building permit for Tucson, AZ (MSA), units, monthly, not seasonally adjusted (TUCS004BPPRIV); and privately owned housing starts authorized by building permits: 1-unit structures for Tucson, AZ (MSA), units, monthly, not seasonally adjusted (TUCS004BP1FH) at the website <http://research.stlouisfed.org/fred2/>.

(b) Wells Fargo Economics Group. Special Commentary. Housing Chartbook: June 2015: Housing Activity Ramps Up. Mark Vitner. Anika R. Kahn. Alex V. Moehring. June 1, 2015. At the website www.wellsfargo.com/com/research/economics.

(c) Wells Fargo Economics Group. Special Commentary. Housing Data Wrap-Up: June 2015. Mark Vitner. Anika R. Kahn. June 30, 2015. At the website www.wellsfargo.com/com/research/economics.

⁸See FRED graphs and data for the variables: average weekly earnings of all employees: total private in Arizona, dollars per week, monthly, not seasonally adjusted (SMU04000000500000011); average weekly earnings of all employees: total private, dollars per week, monthly, not seasonally adjusted (CEU0500000011); real median household income in the United States, 2013 CPI-U-RS adjusted dollars, annual, not seasonally adjusted (MEHOINUSA672N); real median household income in Arizona, 2013 CPI-U-RS adjusted dollars, annual, not seasonally adjusted (MEHOINUSAZA672N); total consumer credit owned and securitized, outstanding, billions of dollars, quarterly, not seasonally adjusted (TOTALNS); total revolving credit owned and securitized, outstanding, billions of dollars, quarterly, not seasonally adjusted (REVOLNS); total nonrevolving credit owned and securitized, outstanding, billions of dollars, quarterly, not seasonally adjusted (NONREVN); and student loans owned and securitized, outstanding, billions of dollars, quarterly, not seasonally adjusted (SLOAS) at the website <http://research.stlouisfed.org/fred2/>.

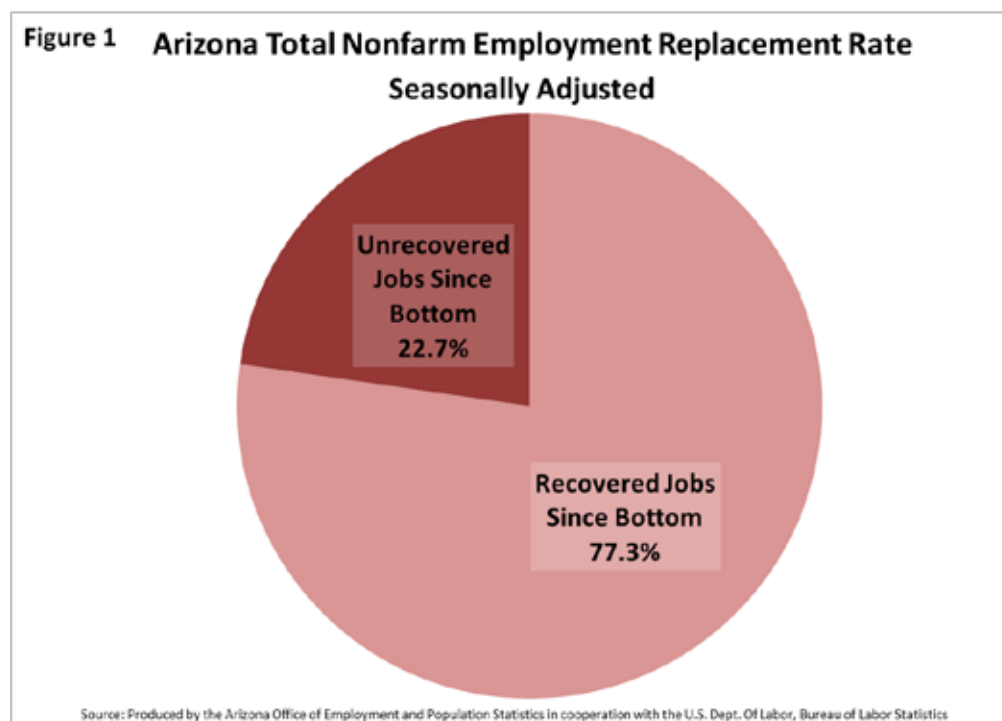
⁹ (a) Wells Fargo Economics Group. Monthly Outlook. July 8, 2015. At the website www.wellsfargo.com/com/research/economics.

(b) IHS Economics. US Executive Summary. US Economic Growth Reverts to Its Underlying 2.5-3.0% Rate. N Behrvesh. S. Johnson. P. Newport. July 2015. At the website <http://connect.ihs.com>.

Recession Recovery Update:

Seasonally adjusted employment data from the Current Employment Statistics (CES) program is used in this section to understand employment dynamics through the Great Recession. Seasonal adjustment is a statistical technique used to eliminate the influence of fluctuations caused by seasonal events.¹⁰

Although Arizona has lagged behind the U.S. when comparing the replacement of jobs lost during the recession, significant employment gains for the state were recorded in PY 2014. According to seasonally adjusted data for June 2015, Arizona has recovered 77.3 percent of Nonfarm jobs lost as measured from peak employment level (October 2007) to trough employment level (September 2010; See Figure 1). At this same time last year, Arizona had only recovered 60.7 percent of Nonfarm jobs lost (See Figure 1). In contrast, as of June 2015, the U.S. has recovered 139.9 percent of Nonfarm jobs lost from peak employment level (January 2008) to trough employment level (February 2010). The employment peak and trough occurred at different time frames in the U.S. and Arizona. According to the most recent short-term industry employment projections, based on seasonally unadjusted data and released by EPS, the total Nonfarm employment in Arizona is not forecast to be greater than the pre-recession peak level of October 2007 during the 2015 to 2016 calendar year time frame.¹¹ Total Nonfarm employment in Arizona is forecast to reach 2,687,900 jobs in 2016, or 99 percent of the pre-recession peak.



¹⁰ For more information on the CES program, see www.bls.gov/sae/.

¹¹ See Employment and Population Statistics (EPS) Office. Modest Nonfarm Employment Growth in 2015; Mild Acceleration in 2016. February 26, 2015. Arizona Department of Administration (ADOA). At the website: <https://laborstats.az.gov/sites/default/files/documents/files/ifor-02-2014to2016-report.pdf>.

Employment Review:

Table 1, shown below, lists annual percentage changes for total Nonfarm employment and employment grouped by North American Industry Classification System (NAICS) Supersectors. After posting a loss of 5.3 percent in PY 2009, Nonfarm employment was flat in PY 2010, and then increased by 1.7 percent in PY 2011 and 2.3 percent in PY 2012. PY 2013's growth rate was revised upward after benchmarking, to 2.2 percent from 1.9 percent; an indication that employment growth through PY 2013 was initially underestimated. Employment growth in PY 2014, while still above 2.0 percent, declined slightly from PY 2013 average growth to 2.1 percent. All Supersectors, excluding Natural Resources and Mining, posted employment gains in PY 2014. When PY 2014 over-the-year rates of growth across Supersectors are compared, Other Services leads the gains at 5.1 percent, followed by Leisure and Hospitality at 3.5 percent.

Other Supersectors reporting gains include: Education and Health Services (3.3 percent); Professional and Business Services (3.1 percent); Trade, Transportation, and Utilities (2.0 percent); Financial Activities (2.0 percent); Information (1.7 percent); Construction (0.4 percent); Government (0.3 percent); and Manufacturing (0.1 percent).

Industry	PY 2009	PY 2010	PY 2011	PY 2012	PY 2013	PY 2014
Total Nonfarm	-5.3%	0.0%	1.7%	2.3%	2.2%	2.1%
Manufacturing	-8.6%	-0.3%	2.7%	1.7%	0.4%	0.1%
Natural Resources and Mining	-15.1%	3.1%	8.2%	8.1%	0.7%	-1.3%
Construction	-25.9%	-4.5%	1.9%	6.7%	4.8%	0.4%
Trade, Transportation and Utilities	-5.4%	-0.3%	1.3%	0.4%	2.2%	2.0%
Leisure and Hospitality	-3.8%	1.4%	2.7%	2.8%	4.0%	3.5%
Education and Health Services	3.0%	3.2%	3.3%	2.2%	1.7%	3.3%
Professional and Business Services	-7.0%	0.9%	2.3%	4.4%	3.2%	3.1%
Financial Activities	-3.4%	0.7%	2.8%	3.7%	3.9%	2.0%
Other Services	-7.4%	-1.9%	-2.2%	0.3%	0.5%	5.1%
Government	-2.3%	-2.1%	-0.7%	0.6%	-0.3%	0.3%
Information	-6.7%	-1.7%	5.7%	6.3%	4.2%	1.7%

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

Notes: Calculated from seasonally unadjusted data; and PY 2014 estimates are preliminary

Table 2 shows annual employment levels for each industry Supersector. Employment levels in PY 2014, listed in descending order, are Trade Transportation and Utilities, Government, Professional and Business Services, Education and Health Services, Leisure and Hospitality, Financial Activities, Manufacturing, Construction, Other Services, Information, and Natural Resources and Mining.

Table 2: Program Year (PY) Average Employment by Industry in Arizona (in thousands)						
Industry	PY 2009	PY 2010	PY 2011	PY 2012	PY 2013	PY 2014
Total Nonfarm	2,393.7	2,394.0	2,435.6	2,491.0	2,544.9	2,599.3
Manufacturing	149.5	149.0	153.0	155.5	156.1	156.2
Natural Resources and Mining	10.8	11.2	12.1	13.1	13.2	13.0
Construction	115.8	110.6	112.6	120.2	125.9	126.4
Trade, Transportation and Utilities	470.4	468.9	475.1	477.1	487.7	497.3
Leisure and Hospitality	253.0	256.4	263.3	270.6	281.4	291.3
Education and Health Services	339.1	350.0	361.6	369.6	376.0	388.5
Professional and Business Services	340.3	343.3	351.1	366.6	378.3	390.0
Financial Activities	168.0	169.1	174.0	180.4	187.5	191.2
Other Services	90.1	88.4	86.5	86.7	87.2	91.6
Government	419.9	410.9	408.0	410.4	409.1	410.5
Information	36.9	36.3	38.4	40.8	42.5	43.2

In February 2015, EPS forecast a statewide gain of 119,700 Nonfarm jobs over the two-year (CY 2015-2016) projection period. An over-the-year gain of 56,600 Nonfarm jobs is projected for CY 2015, with a subsequent forecasted gain of 63,100 jobs for CY 2016. The rate of growth projected for Nonfarm employment in Arizona is 2.2 percent in CY 2015 and 2.4 percent in CY 2016. The average annual growth rates in total Nonfarm employment for Arizona, Phoenix Metropolitan Statistical Area (MSA), Tucson MSA, and Balance of State are shown in Tables 3a and 3b.

Table 3a: Forecasted Growth Rate in Arizona Nonfarm Employment¹²				
	CY 2013^(*)	CY 2014^(*)	CY 2015^(**)	CY 2016^(**)
Arizona	2.1%	2.1%	2.2%	2.4%
Phoenix-Mesa-Scottsdale MSA¹³	2.8%	2.4%	2.5%	2.6%
Tucson MSA¹⁴	0.7%	1.4%	1.6%	1.8%
Balance of State¹⁵	0.2%	1.4%	1.6%	1.9%

¹² Industry Employment Forecast based on pre-benchmarked data for 2014

¹³ Maricopa and Pinal Counties

¹⁴ Pima County

¹⁵ Arizona less Maricopa, Pinal, and Pima Counties

*Denotes historical data

**Denotes projected values

Table 3b: Forecasted Employment Change in Arizona Nonfarm Employment⁹				
	CY 2013^(*)	CY 2014^(*)	CY 2015^(**)	CY 2016^(**)
Arizona	--	--	56,600	63,100
Phoenix-Mesa-Scottsdale MSA¹⁰	--	--	45,500	49,900
Tucson MSA¹¹	--	--	5,700	6,600
Balance of State¹²	--	--	5,400	6,600

In CY 2015, all sub-state metropolitan statistical area (MSA) regions are projected to record positive Nonfarm employment annual growth rates. Phoenix-Mesa-Scottsdale MSA is projected to outpace total state employment growth in CY 2015, with a growth rate of 2.5 percent. However, the projected growth rates for Tucson (1.6 percent) and the Balance of State (1.6 percent) are slower than the statewide and Phoenix-Mesa-Scottsdale MSA rates. The expected Nonfarm job gains in CY 2015 are: 45,500 jobs for the Phoenix-Mesa-Scottsdale MSA, 5,700 jobs for the Tucson MSA, and 5,400 jobs for the Balance of State.

Growth rates in CY 2016 are expected to be higher than CY 2015 in all regions. Phoenix-Mesa-Scottsdale MSA is forecasted to continue growing at a faster pace (2.6 percent) than Tucson MSA (1.8 percent), the Balance of State (1.9 percent), and the State overall (2.4 percent). For CY 2016, the job gains forecasted for are: 49,900 jobs for Phoenix-Mesa-Scottsdale MSA, 6,600 jobs for Tucson MSA, and 6,600 jobs for the Balance of State.¹⁶

In Arizona, employment losses continued late into CY 2010, past the official end of the national recession in June 2009 as declared by the National Bureau of Economic Research (NBER).¹⁷ Net-positive, over-the-year gains started in January 2011, and gradually, the overall employment situation in Arizona is continuing to improve. Despite the growth in Arizona Nonfarm employment for CY 2015 and CY 2016 forecasted to be higher than any year since the end of the recession (CY 2010-2014), it still falls short of pre-recession (1997-2006) average growth of 3.4 percent.

Unemployment Trends:

The state's seasonally adjusted unemployment rate was 8.4 percent in June 2012 and has continually dropped through June 2015, as shown in Table 4. The continued decline in the unemployment rate is an indication of an improving Arizona employment outlook. The U.S. unemployment rate has also continued to decline from 8.2 percent in June 2012 to 5.3 percent in June 2015. Despite similar direction in trend, the state unemployment rate still remains higher than the national rate.

The number of claimants receiving unemployment benefits in Arizona has been declining since PY 2010, as shown in Table 5 below. The average number of claimants per month has fallen by at least 12.0% for each program year following 2009.

¹⁶ See Employment and Population Statistics (EPS) Office. Modest Nonfarm Employment Growth in 2015; Mild Acceleration in 2016. February 26, 2015. Arizona Department of Administration (ADOA). At the website: <https://laborstats.az.gov/sites/default/files/documents/files/ifor-02-2014to2016-report.pdf>.

¹⁷ For NBER recession dates, please see the following website: <http://www.nber.org/cycles/cyclesmain.html>.

The average duration, after reaching a peak of 19.2 weeks in PY 2010, has also been declining through PY 2014. The number of persons receiving unemployment benefits began declining as the economy started recovering from the recession, and went from a peak of 98,990 claimants in PY 2009 to 34,163 in PY 2014. The average duration stands at 16.0 weeks for PY 2014, slightly below the PY 2013 average of 16.1 weeks.

Table 4: Unemployment Rate (Seasonally Adjusted) - End of Program Years				
	June-12	June -13	June -14	June -15¹⁸
United States	8.2%	7.5%	6.1%	5.3%
Arizona	8.4%	7.4%	6.8%	5.9%
Phoenix - Mesa – Scottsdale MSA¹⁹	7.6%	6.8%	6.0%	5.1%
Tucson MSA²⁰	7.6%	6.9%	6.2%	5.6%
Flagstaff MSA²¹	8.8%	8.1%	7.2%	6.4%
Lake Havasu City - Kingman –MSA²²	11.3%	10.6%	8.8%	8.0%
Prescott MSA²³	8.9%	7.9%	6.3%	5.4%
Sierra Vista-Douglas MSA²⁴	9.1%	9.0%	8.5%	7.2%
Yuma MSA²⁵	23.9%	25.6%	23.4%	21.8%

Table 5: Claimants Receiving Unemployment Benefits in Arizona						
	PY 2009	PY 2010	PY 2011	PY 2012	PY 2013	PY 2014
Average Number of Claimants per Month	98,990	71,313	60,300	44,236	38,821	34,163
Average Number of Weeks (Duration)	18.6	19.2	17.6	17.0	16.1	16.0
Percentage Over-the-Year Change	99.6%	-28.0%	-15.4%	-26.6%	-12.2%	-12.0%

Note: Program years begin on July 1 of the given year and end on June 30 of the following year.

Source: Arizona Department of Economic Security

¹⁸ Preliminary data; subject to revision

¹⁹ Maricopa and Pinal Counties

²⁰ Pima County

²¹ Coconino County

²² Mohave County

²³ Yavapai County

²⁴ Cochise County

²⁵ Yuma County

STATE LEVEL ACTIVITIES

The DES WIA Section and the ACA used the State of Arizona Integrated Workforce Plan 2012 - 2017 (the State Plan) to guide planning and program activities. In PY 2014 work continued on the WIA Title IB Policy and Procedure Manual and the implementation of the local area business plans. Review of the Eligible Training Provider List (ETPL) based on the policies adopted in PY 2013 also continued. Much of the service implementation and additional planning was informed by the need to prepare for the transition to the Workforce Innovation and Opportunity Act (WIOA).

WIOA Implementation Activities

As the administrative and fiscal entity of the WIOA grant, the Department of Economic Security (DES) Division of Employment and Rehabilitation Services (DERS) coordinated a structured analysis of WIOA in order to:

- a. Assess State and local readiness to implement WIOA;
- b. Identify and track potential barriers or challenges to state and local WIOA implementation;
- c. Inform U.S. Department of Labor (U.S. DOL) of any potential technical assistance and training needed by the state and workforce system partners to successfully implement WIOA; and
- d. Prepare to respond to the Notice of Proposed Rules.

To facilitate the process, a statewide WIOA Implementation Team was established in September 2014, engaging the Governor's Office of Workforce Development; the WAC; the DES, Employment Administration and Rehabilitation Services Administration (DERS); LWIAs; the ACA; ADE Adult Education; the Arizona Department of Administration, Office of Employment and Population Statistics; community colleges; the universities and the Arizona Board of Regents; and community-based organizations.

Eight task forces were created to review the provisions of WIOA and explore the impact on existing programs:

1. Governance
2. Policy
3. Performance Accountability
4. Staff Development
5. Fiscal/Infrastructure Funding
6. Regionalism
7. Labor Market Analysis
8. Business Outreach

The task forces met independently and reported out to the statewide Implementation Team through bi-weekly web-conference calls. The task forces initially identified questions and concerns and created a list of ten priorities for further research and discussion. Workgroups were formed across task forces to address priority issues, and [WIOA Resources and Planning Tools](#) were posted on the DES DERS website.

The WIOA Implementation Team and the Task Forces have been focused on enhancing relationships and collaboration, with all core partners expressing commitment to collaboration and joint planning. A committee with representatives from the core partners, the local areas and the Arizona Office of Employment and Population Statistics has been formed to begin work on the State Workforce Plan as required under the WIOA and to coordinate revision or development of policies and procedures. Among the accomplishments of the WIOA Implementation Team are the following:

- Local Governance Policy approved by the State Workforce Board. This policy includes the criteria for selecting local board members and for designating local areas.
- Re-designation of local workforce development areas.
- Identification of core competencies for staff development across core partners.
- Ten statewide information sessions with over 550 frontline staff, administrative staff, and providers throughout the State on WIOA implementation and key issues.

Local Area Designation

Looking ahead to the WIOA implementation requirement for the Governor to re-designate local workforce development areas, Arizona drafted new Local Governance policies. These include the policies for designation of local areas and the criteria for the selection of local board members. Local areas submitted their requests for re-designation in the spring of 2015, and the Governor approved the designation of twelve local areas on June 10, 2015, with an effective date of July 1, 2015.

Two local areas had asked for a change in local area designation from their prior designation. The Gila-Pinal LWIA determined that a re-designation would better support their individual workforce and economic development efforts. As a result, Gila County entered into negotiations with the Navajo-Apache LWIA to join their existing consortium. Pinal County asked to be designated as a standalone LWIA. In collaboration with the DES Employment Administration and the ACA, the proposed split of Gila-Pinal and subsequent re-designation was approved by local boards and chief elected officials and is reflected in the re-designation letter signed by the Governor.

WIA Title IB Policy and Procedure Manual

In PY 2013, the DES WIA Section began drafting its comprehensive WIA Title IB Policy and Procedure Manual as outlined in the Arizona State Plan. A Policy Development Team, including DES staff and representatives from the local areas, was created in PY 2013 and meets monthly to identify and discuss policy issues. This team is responsible for an initial review of draft policies, which is followed by a ten-day public comment period. Comments are reviewed and final changes are then discussed during conference calls with the staff from the local areas.

As reported previously, Administrative policies were adopted by the WAC in September 2013, including sections on service integration, local governance, the One-Stop delivery system and the One-Stop Center certification process. The policy on Local Governance was revised to include the local board selection criteria and the local area designation policies as stipulated in Training and Employment Guidance Letter (TEGL) 27-14. The WAC approved this revision on June 25, 2015; however, the Board expressed an interest in further review and suggested an additional public comment period to allow for clarifying language to be incorporated. The other Administrative Policies will be revised in conjunction with the drafting of the new State Plan, which is due March 3, 2016.

The chapter on Operational Policies and Procedures was expanded significantly, with new sections on the Youth Program, the Eligible Training Provider List (ETPL), Rapid Response and Supportive Services. An additional chapter on fiscal policies was added as well. The process for the development of the policies outlined in the State Plan continues to be used and has proven to be a successful mechanism for involving local areas and other stakeholders in policy development. The WIA Title IB Policy and Procedure Manual is available on the DES website at: <https://www.azdes.gov/main.aspx?menu=322&id=14203>.

Eligible Training Provider List (ETPL)

The ETPL contains training providers that were approved to provide training services to WIA participants who are determined to be eligible for such services. The ETPL also lists approved training programs that prepare students for a wide range of related occupations, allowing for maximized customer choice. Training programs approved for the ETPL must be in demand occupations in the local area and are evaluated by the LWIA ETPL approvers using criteria that include the demand for occupations in the local area, alignment with sector strategies and the respective LWIA business plans. As of the end of PY 2014, the ETPL contained 269 approved training providers and 1,890 approved programs. Compared to PY 2013, this is a slight reduction both in the number of providers as well as the number of programs, resulting from an intensive effort to update listings and remove programs that no longer meet the needs of the local areas. In preparation for the transition to WIOA, local area ETPL staff contacted all providers and requested updates and evaluated approval criteria.

The Arizona ETPL is a module within the AZ Job Connection (AJC) system, which is available online at www.azjobconnection.gov. The description of each program on the ETPL includes a synopsis of the program, the length of the program, accreditation information, the total cost of the program and a breakdown of all costs associated with the program. Each program description on the ETPL identifies occupations for which a student will acquire job ready skills upon completion of the training program. The minimum entry wage for each related occupation is listed, which helps participants make an informed choice about their training options.

The State ETPL Coordinator continues to hold monthly conference calls with the LWIA ETPL approvers. These conference calls have served as a platform for collaboration on ETPL policy development and addressing operational questions. In PY 2014, the ETPL State Policies were revised to meet the new WIOA requirements, with an effective date of July 22, 2015. Implementation of new requirements for initial and continuing eligibility as well as reporting of data will be a major focus in the coming year.

Arizona Office of Apprenticeship

Since its transfer in PY 2011 from the ACA to the DES WIOA Section, the Arizona Office of Apprenticeship has been working closely with local areas to develop strategies for engaging the business community and increasing the visibility of the Apprenticeship Program. The ACA is currently identified as the State Registration Agency. Complying with the Arizona Governor's Executive Order 2013-01, WAC maintains a subsidiary committee, the Arizona Apprenticeship Advisory Committee (AAAC), first established in 2008 to help and advise the Arizona Office of Apprenticeship staff on any apprenticeship issues that may arise. This committee meets quarterly and the chair of the AAAC, who is also a member of the WAC, provides a quarterly report to the WAC regarding apprenticeship activities in Arizona.

The Arizona Office of Apprenticeship is looking for apprenticeship opportunities in all occupations, maintaining active contact and presenting to stakeholders statewide, including employers, industry groups and chambers of commerce, veterans groups, the Rehabilitation Service Administration, community colleges, as well as ADE, including the Joint Technical Education Districts (JTED) and Career and Technical Education (CTE) Programs.

The Apprenticeship Program developed a strategic plan in consultation with the DES WIOA Section staff and the ACA in order to align goals and activities with the sector strategies and initiatives identified by LWIAs in their business plans. The Arizona Office of Apprenticeship staff conducted initial site visits to the LWIAs to educate LWIA and Employment Services (ES) staff on the benefits of partnering with registered apprenticeship programs.

To engage more industries, the Arizona Office of Apprenticeship staff made an introductory presentation on registered apprenticeship within the workforce system to economic development teams and Chambers of Commerce. Included were strategies for approaching employers and explaining the benefits of starting a Registered Apprenticeship Program. LWIA staff and business service representatives can employ this method as they do their everyday outreach to employers. The intent is to increase apprenticeship programs and jobs within the local areas. Each LWIA has designated a staff member, who attended a presentation on apprenticeship within the workforce system, to be the contact person for the Apprenticeship Program Lead. Quarterly conference calls between the program lead and the LWIA contacts are used to share ideas and provide technical assistance. During PY 2014, twelve new programs were registered to bring the total number to 112 programs in Arizona, and compliance reviews were conducted on 36 programs.

Table 6: Arizona Office of Apprenticeship Report (as of June 30, 2015)	
Total Number of Registered Apprentices	2,710
Total Number of New Apprentices Registered PY 2014	1,083
Total Number of Programs	112

The Arizona Office of Apprenticeship interacts regularly with other state directors who are currently managing apprenticeship programs and apprentices in other states. The Arizona Office of Apprenticeship Program Lead, along with 25 directors from other states, is part of the National Association of State and Territorial Apprenticeship Directors (NASTAD). NASTAD has an annual conference where all State Apprenticeship Agencies meet and share best practices and ideas with U.S. DOL Office of Apprenticeship staff on how to improve state apprenticeship programs and the apprenticeship system in the U.S.

The U.S. DOL created the Registered Apprenticeship College Consortium (RACC) to engage community colleges to partner with registered apprenticeship programs across the country. The Arizona Registered Apprenticeship Program Lead contacted all community college districts to ensure that the RACC registration documents were received. Six community colleges have registered with the RACC thus far. Colleges who are members in the RACC also partnered with the Registered Apprenticeship Program and several LWIAs to submit a proposal for the American Apprenticeship Initiative, a \$100m funding opportunity to increase apprenticeship programs and apprentices across the United States.

Each year, the Governor of Arizona signs a proclamation declaring one week in November as “Arizona Apprenticeship Week.” During the same week, the Western Apprenticeship Coordinators Association of Arizona (WACA) hosts an Outstanding Apprentice Awards ceremony under the guidance of the AAAC to recognize apprentices nominated by programs throughout the state. PY 2014 was the 54th year that the awards ceremony was organized with more than 500 people in attendance and thirty-six apprentices receiving a certificate of recognition which is signed by the AAAC chairman and the Governor of Arizona.

Rapid Response

State-level Rapid Response activities are managed by the DES Workforce Innovation and Office of Apprenticeship, Field Operations Supervisor, who is also the Statewide Rapid Response Coordinator. The State Coordinator is responsible for the entry of Workers Adjustment and Retraining Notifications (WARN) into the Arizona Job Connection (AJC) System and providing technical assistance to the Local Workforce Area Rapid Response Coordinators. Local Rapid Response Coordinators are responsible for connecting Dislocated Workers to partner programs and coordinating the provisions of required rapid response activities.

Table 7: WARN Notices Received		
Year	Number of Companies	Individuals Affected
2014	32	6,290
2013	30	3,966
2012	51	5,285

On July 1, 2014, the business plans from the LWIAs were submitted, and each plan dedicated a section to address service delivery to target populations and how Rapid Response will coordinate and deliver services to eligible dislocated workers.

The plans also described how the local areas provide services and strategies for incumbent worker training focusing on layoff aversion. The State Coordinator and the State Monitors monitor the local areas to ensure compliance of the plan. The U.S. DOL hosted a webinar on June 11, 2015, that was part one of two webinars scheduled. The first webinar focused on understanding the vision and philosophy of solution-based Rapid Response and the critical importance of the Rapid Response role. The second webinar will address topics such as business engagement, layoff aversion and Rapid Response strategies. Rapid Response “roundtables” are also conducted that address areas where improvement is needed and where best practices of other local area efforts are shared. Rapid Response “roundtables” will be planned for PY 2015 to ensure the effectiveness and continuous improvements of the Rapid Response system.

WIA WAIVERS

The following waivers had been approved by the U.S. DOL in prior program years to assist in the reinforcement of a job-driven public workforce system by facilitating the alignment of workforce development, education, and economic development systems and services at the state, regional and local levels. According to Training and Employment Guidance Letter (TEGL) 1-15, waivers approved under WIA do not extend to WIOA. TEGL 1-15 specifies that Funds Flexibility and Youth Waivers remain in effect after July 1, 2015, for any WIA funds that were obligated as of June 30, 2015. Also the Performance Waiver for the use of common measures remains in effect until June 30, 2015, since the new WIOA performance accountability measures do not become effective until July 1, 2016.

1. Adult-Dislocated Worker Funds Transfer

Allows Arizona to increase the fund transfer authority to 50 percent between the Adult and Dislocated Workers (DW) Programs. This waiver is utilized to provide flexibility in the administration of finances in times of limited funds and fiscal challenges. This flexibility provides LWIAs the ability to meet employer needs and client demands, and in particular, to support training obligations for the adult population, thereby improving service delivery and performance outcomes. The local areas transfer funds as needed, typically 30 to 50 percent. This waiver was approved through June 30, 2017 but will remain effective in PY 2015 only for obligated WIA funds.

2. Competitive Procurement for Youth Program Elements

Allows One-Stop Career Centers and partner agencies to directly provide the following Youth Program elements: supportive services, paid and unpaid work experience, and follow-up services. This waiver is utilized to maximize quality training opportunities for workforce system customers and increase the number of providers that can deliver activities to participants. LWIAs identify eligible providers of youth activities by awarding contracts on a competitive basis, based on recommendation of the Youth Council, on the criteria contained in the state plan to providers to carry out the activities. This waiver was approved through June 30, 2017 but will remain effective in PY 2015 only for obligated WIA funds.

3. Customized Training – Employer Contribution

Allows Arizona to change the required 50 percent employer match based on the use of a sliding scale. The following schedule of costs to businesses is used based on the number of employees in their workforce.

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

This waiver was approved through June 30, 2017 but will remain effective in PY 2015 only for obligated WIA funds.

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

Extends the initial eligibility period for Eligible Training Providers' Programs, allowing providers additional time to put in place mechanisms for collecting subsequent eligibility data. This does not pertain to the requirement to report cost information for WIA participants enrolled in eligible provider programs. Initial performance data must be collected. This waiver was approved through June 30, 2017 but expired June 30, 2015 due to the transition to WIOA.

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

Allows the use of up to 20 percent of Rapid Response funds for Incumbent Worker Training as part of layoff aversion strategies only. This allows for a broader range of services to be provided to Dislocated Workers for layoff aversion strategies. Greater flexibility is also provided with the use of Rapid Response funds for LWIAs in order to strategize with employers as well as incorporate layoff aversion activities into the comprehensive sector strategy approach to economic and workforce development. This waiver was approved through June 30, 2017 but will remain effective in PY 2015 only for obligated WIA funds.

6. Sanctions for Consortium of Local Areas (REPAC)

Allows the Gila County Re-Employment Pre-layoff Assistance Center (REPAC) to serve as the Dislocated Workers Program operator including rapid response activities. REPAC would bear all responsibility in the event of failure to meet performance levels, based on the dislocated worker core indicators on behalf of Gila/Pinal. This waiver was approved through June 30, 2017 but has not been in use since June 30, 2014 since REPAC was no longer in operation in PY 2014.

7. Required Activities – Assistance to Areas with High Concentrations of Eligible Youth

Exempts Arizona from the requirement to provide additional assistance to local areas that have a high concentration of eligible youth (WIA Section 129(b)(2)(C) and 20 CFR 665.200(h)). This waiver expired June 30, 2015.

8. Local Performance Measures for Consortium of Local Areas (REPAC)

Allows the Gila County Re-Employment and Pre-Layoff Assistance Center (REPAC) to serve as the Dislocated Worker Program operator for Gila/Pinal. This waiver was approved through June 30, 2017 but has not been in use since June 30, 2014 since REPAC was no longer in operation in PY 2014.

9. On-the-Job Training (OJT) Employer Reimbursement

Increases flexibility in the use of WIA formula funds by permitting reimbursement to be provided on a sliding scale based on employer size:

- Up to 90 percent for employers with 50 or fewer employees;
- Up to 75 percent for employers with 51 to 250 employees; and
- 50 percent statutory level for employers with 251 or more employees.

This waiver was approved through June 30, 2017 but expired June 30, 2015 due to the transition to WIOA.

10. Required Activities – Incentive Grants

Exempts Arizona from providing local incentive grants (WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e)). This waiver will ensure that the state may prioritize the use of its WIA allotment for the required activities considered most essential to the basic functions of the workforce investment system. This waiver expired June 30, 2015.

11. Exclusive Use of Common Measures.

Allows Arizona the necessary flexibility in order to prioritize the use of its WIA allotment for the required activities considered most essential to the basic functions of the workforce system. This waiver replaced the existing 17 measures (15 statutory and two customer satisfaction) with the Common Measures delineated in TEGL 17-05. Arizona has operated under the nine Common Measures since PY 2013 and will continue to do so in PY 2015.

Table 8: Common Measures		
Adult	Dislocated Workers	Youth
Entered Employment	Entered Employment	Placement in Employment or Education
Retention	Retention	Attainment of a Degree or Certificate
Average Earnings	Average Earnings	Youth Literacy and Numeracy Gains for Youth

WIA HIGHLIGHTS

Consistent with Arizona's Integrated Workforce Plan 2012-2017, the LWIAs continued to use their business plans to guide service delivery and innovations. The 2014 WIA Technical Assistance Session was held on August 12-13, 2014, in Phoenix. Three concurrent sessions were held on the following topics: Fiscal, Equal Opportunity, and Grants Technical Assistance Sessions. Speakers from the U.S. DOL and the Civil Rights Center provided presentations. The U.S. DOL engaged the attendees in a strategic discussion on the President's job-driven initiative and focused on activities around innovation and the job driven agenda. This was an excellent opportunity to network with workforce system partners and other organizations. There were approximately 220 attendees from several U.S. DOL Employment and Training Administration (ETA) funded grantees. The Civil Rights Center presented topics that included statistical analysis, monitoring of State programs funded under WIA Title 1B, and discussions on the Methods of Administration. The Fiscal Session covered the new reporting requirements, the U.S. DOL Office of Management and Budget (OMB) Super Circular and the upcoming WIOA changes.

Included below are selected PY 2014 programmatic highlights submitted by the local areas for this report.

Coconino County One-Stop Career Center

Preparation for Transition to WIOA

The Coconino County Career Center WIOA Transition Team attended the U.S. DOL "Meeting of the Minds" Conference in California in September 2014 to begin gathering information and ideas for implementing WIOA. The Team also attended numerous webinars and regular Arizona WIOA Implementation Task Force conference calls to fast track the transition from WIA to WIOA. Staff and partner trainings have facilitated the shift to a new paradigm envisioned by the new Act. This includes moving to serve primarily low-income, low-skilled, unemployed job seekers and disconnected Out-of-School Youth as new target groups. State of the art methods for serving employers through the Coconino County Business Services Team, especially those within Coconino Sector partnerships, will create new workforce possibilities. Seeking the potential that can be derived from Apprenticeship opportunities will provide another excellent training option for local job seekers.



At the end of the program year, the Coconino County Workforce Investment Board was honored for commitment to the workforce mission and service rendered by many members who have served terms since 1998. Outgoing members were recognized with certificates and thanked by the Coconino County Board of Supervisors at their June 16, 2015 meeting.

The Coconino County Youth Council was also recognized for its innovative ideas and service to youth. Members shared their realized vision for job seekers, employers, and youth success throughout the years of their terms. The Coconino County Manager and Board of Supervisors look forward to appointing a Workforce Development Board, becoming more knowledgeable about the WIOA, and taking an expanded role in its implementation to ensure the success of these new programs and partnerships.

Coconino Business Services Team

The Coconino Business Services Team is offering professional, timely employer services and resources, and is the key to success for businesses, job seekers, and the local economy in Coconino County. Activated during Program Year 2014 as described in the 2014 Coconino County Workforce Business Plan, the One Stop Business Services Team has been strengthening business relationships within the One Stop system and now targets the primary customer of WIOA – the employer.

The One Stop Business Services Team’s work is guided by a high level steering committee called the Business Services Strategic Team. To assure broad and innovative connections are made with key partners and stakeholders, this committee has combined forces with the Economic Collaborative of Northern Arizona (ECoNA) Business Retention and Expansion Committee. By imbedding their activities within overall economic initiatives in the community, the Business Services Strategic Team aligns services and provides employers with a highly skilled workforce that supports their productivity. The Coconino County Business Services Team is the preferred point of contact for employers who need assistance with developing a highly qualified workforce. As the Coconino One Stop system transitions to the WIOA, the team will continue the essential work of growing local businesses and keeping talent and jobs in Coconino County.

Program Highlights

Reemployment after Layoff

The Coconino Career Center has been a local mainstay in Coconino County for many years, assisting residents with finding first jobs, transitioning to next jobs, and working to support stable, living wage incomes for all. When a Flagstaff distribution center announced the planned layoff of 345 employees in 2014, the Coconino Career Center team coordinated efforts to reach out to and assist all employees and their spouses who were interested in receiving reemployment services. The Coconino Career Center applied for and received a special allocation of Rapid Response funds through the State, used to expand support opportunities for those impacted by this layoff. The team worked individually with many of these employees to identify and support viable new career pathways.

YESCoconino Youth Program

Over the last two years, the increase of dropout rates, unemployment, and homelessness in youth has triggered a shift in focus for the Coconino Career Center’s Youth program, YESCoconino. The need is greater than ever to give extra support to the young people who are experiencing the difficulty of gaining work experience and earning money to support their educational and daily needs. So far, YESCoconino has been working with local high schools to identify those students who need assistance transitioning from high school to the responsibilities of adulthood.

Partnerships with other local government agencies and non-profits are still expanding to locate youth and young adults in need and collaborate for the purpose of making sure the youth keep the momentum of success through work experiences, leadership opportunities, financial literacy, and education.

Grants

TeenWorks

The TeenWorks program was funded in summer 2015 by a grant from the Coconino County Board of Supervisors to continue the tradition started in prior years. The project sponsored student workers ages 14-15 to take part in a work experience that engaged the youth to work in their own community and strengthen their connection to essential elements of youth success: valuing their neighborhood, civic engagement, and identifying careers and academic pathways. The program's targeted age group is the key to enhancing the capacity of our youth talent pipeline as a springboard to employment and community vitality. TeenWorks began as a partnership with community partners; this project would not be successful without the support of local worksite host partners: The Museum of Northern Arizona, City of Flagstaff, Highlands Fire Department, Coconino County Parks and Recreation, North Leupp Family Farm, Lowell Observatory, Town of Fredonia, Page Unified School District, Summit Fire Department, Coconino County Facilities, Second Chance Center for Animals, and Eldon Pueblo.

Best Practices

Rapid Response

The Coconino County Rapid Response Task Force responded quickly and intensively when called into action on the announcement of the closure of a pharmacy distribution center in Flagstaff, AZ. The distribution center was exceeding the company's goals and measures, so the announcement of the closure was unexpected to many. Company management cited a business development decision for the closure, not production or productivity issues. Although the Rapid Response was focused on ensuring that the company closure went smoothly, the 345 employees, with more than 25% of the employees having 20+ years of service, were left looking for new positions.

With the help of the Coconino Career Center and Rapid Response partners, the employees received valuable information and opportunities within days after the announcement. Partners included the Coconino Career Center, the City of Flagstaff, Economic Collaboration of Northern Arizona, DES Veterans staff, Goodwill of Northern AZ/One Stop Operator, and AZ DES Employment Services. Local financial and housing institutions set up one-on-one discussions with employees to ensure they were able to manage the upcoming financial impact to their lives. A Best Practice recognized by the Arizona State Rapid Response team was looking outside of normal partners to ensure community support for these employees. The Coconino Career Center reached out to the President and CEO of the Greater Flagstaff Chamber of Commerce and the Flagstaff Vice-Mayor to staff the Resume Development portion of the workshops provided. By bringing in high level community leaders, the Coconino Career Center was able to help employees recognize their value to the community.



Sector Strategies - Bioscience

As workforce and economic partners, the Coconino Career Center and the Economic Collaborative of Northern Arizona (ECoNA) agree that the Biosciences Sector is one of Coconino County's largest Sectors employing over 5,300 people and with potential for accelerated growth and improvement.

The Coconino Career Center continues to build strong business relationships with established bioscience firms, including WL Gore and Associates, Machine Solutions, Mountain Heart, and TGen North, as well as emerging businesses like SenesTech. These relationships foster the bioscience workforce discussion and have led to On-the-Job Trainings (OJT) and internships that have resulted in new job creation in several of the bioscience companies. Focusing on the Youth Talent Pipeline in the Bioscience and Advanced Manufacturing Sectors has also been an emphasis for the Coconino Career Center. With the support of the Northern Arizona Center for Entrepreneurship and Technology Business Incubator, a "Rebranding of Manufacturing" campaign, and videos targeted at youth, the Coconino Career Center began to set an early foundation for a strong youth pipeline that focused on ensuring that parents saw the value of Bioscience and Advanced Manufacturing Careers for both themselves and their children.

Maricopa Workforce Connections

Preparation for Transition to WIOA

In November 2014, Maricopa Workforce Connections (MWC) convened its workforce partners to discuss the integration of services under WIOA and began holding monthly regional planning meetings for the purpose of cross-training. Areas addressed include target populations, services, eligibility requirements, assessments, customer referral, enrollment, co-case management, performance metrics, and the sharing of information and data. MWC plans to develop a blueprint that will outline referrals, the "welcome" function, assessment, data collection and integration and coordination between partners.

In February 2015 MWC began presenting WIOA trainings during monthly center staff meetings which are attended by MWC and partner staff. Materials from Workforce3One trainings were utilized, including, for example, WIOA 101: Introduction to the New Law, One-Stop Center Service Design, Performance Accountability, Robust and Effective Services to Job Seekers and Workers, and Robust and Effective Services to Businesses.

Program Highlights

Business Services

MWC maintains relationships with the Greater Phoenix Economic Council and Economic Development teams throughout Maricopa County. This has provided opportunities for MWC to present to more than 15 confidential firms looking to establish new sites of operations in the Phoenix area. Business Assistance Centers (BACs) have provided labor market data along with a variety of business services, assisting businesses with decision to set up operations here in Maricopa County. An example is DialAmerica Marketing, a call center, which has recently leased space from the University of Phoenix in Tempe and asked MWC for assistance in filling 150 positions in the next program year.

Youth Program Redesign

MWC has established “Youth Hubs” throughout Maricopa County in partnership with the cities of Mesa, Tempe, Avondale and Peoria, providing access to information and WIOA services. The Hubs are located in local libraries, community centers, or in close proximity to organizations serving youth. MWC has redesigned its service delivery model for youth services by retaining functions including outreach, eligibility, intake, assessment, case management and follow-up services and by contracting with several organizations county-wide to provide the 14 youth elements mandated under WIOA.

Smart Justice Initiative

In collaboration with the Maricopa County Sheriff’s Office, Adult Probation and the Public Defender’s Office, MWC has developed the Smart Justice Initiative with the goal of reducing the recidivism rate and providing employment, education and career development opportunities to offenders as they prepare to re-enter the community. MWC’s Smart Justice team will work with offender populations awaiting release or currently in the community on probation. The team will be mobile and flexible to provide services in a timely manner. To achieve positive outcomes, services include improving basic education, soft skills, job retention skills, technical skills, transitional jobs, addressing barriers to employment such as substance abuse, mental health, housing and transportation.

Mohave/La Paz Local Workforce Investment Area

Preparation for Transition to WIOA

The Mohave/La Paz workforce team began its process to understand and implement WIOA by assigning staff to participate on each of the State-led task forces to keep up-to-date on each of the key transition elements. The Workforce Development Board was informed early on of the law’s passage and the major changes that would be mandated under the new legislation including talent development strategies linked with sector strategies and coordinated career pathways. The decision was made to submit a request to remain a two-county consortium (Mohave and La Paz) and to re-design the new WIOA Board utilizing the existing members to the extent possible. The documentation supporting these requests was submitted to the Governor’s Office prior to July 1, 2015.

The changes to the Youth Program specified by WIOA regarding the use of funds and the requirement to serve a vast majority of out-of-school (OSY) youth necessitated an immediate re-thinking of how the local area would recruit youth and enroll them as participants. As the PY 2014 summer program approached, staff decided to enroll no new in-school youth until the program was close to meeting the requirement that 75 percent of program funds be spent on OSY youth. The expectation was that Mohave/La Paz can achieve the transition requirements of 50 percent of funds being spent on OSY prior to the end of PY 2015 and 75 percent by the end of PY 2016.

Another transition strategy was to change the Welcome Team Process to facilitate more rapid enrollment in WIOA at the Career Services level. This required re-designing the way information is collected and distributed in the Resource Room.

Staff expedited the orientation process and provided simple instructions on “Jump Starting Your Job Search.” In addition, staff was asked to experiment with enrollment as part of the Resource Room duties. The decision was made to collect eligibility information only when funds were going to be spent or upon enrollment for Training Services; otherwise, self-attestation was accepted as sufficient.

Program Highlights

Sector Initiatives

The Workforce Development team continued to facilitate expansion of the Kingman and Mohave Manufacturing Association (KAMMA). During 2014, a significant workforce strengthening initiative originated when there was a fatality in a plant in the Kingman Industrial Park and it took more than 20 minutes for a first responder to arrive at the accident scene. Through KAMMA, employers collaborated with the college to put a cadre of Industrial Park employees through a first responder training course. This ensures that someone trained with immediate life-saving skills will be in the Park during working hours. KAMMA is providing the completers with personal First Responder kits so that they can serve at the Park or other times. In addition to local initiatives, KAMMA has connected with other workforce regions across the state to promote the goals of the organization; developing business and workforce solutions to advance manufacturing. KAMMA was one of three Arizona sector initiatives to be presented as major successes in a Roundtable Discussion with U.S. DOL Assistant Secretary Labor Eric Seleznow on April 2, 2015.

EAGLES Program

In partnership with the Mohave County Probation Department, the Workforce Development team refined the Employing Adolescents Gaining Life Experiences (EAGLES) program during PY 2014. This program provides work readiness and work experience opportunities for a minimum of 15 Probation youth that are referred to the One-Stop annually. A One-Stop Career Coach is designated to work with the youth to complete a structured work readiness curriculum and develop job training opportunities. This position is funded via a new grant described in the section below.

One-Stop Services

One-Stop Career Center Resource Rooms averaged more than 1,690 individuals served per month during PY 2014. Significant progress was made to align Welcome Team, Skills and Career Development Team and Business Services Team activities among partners. In support of the WIOA transition, new materials were developed to streamline orientation and enrollment activities, which were well-received by the public and staff.

Cohort training

To serve Mohave/La Paz’s targeted sectors, the Workforce System develops cohorts of Occupations in Demand, knowing that successful completion leads to long-term employment. Working with local training providers, workforce staff implemented targeted training opportunities leading to in-demand occupations for a number of cohorts, including Certified Nursing Assistant and Certified Production Technician. Due to the barriers to employment of the participants served, it was deemed successful to have a completion and hire rate of two-thirds of

the populations. Completion rates in fact exceeded the target of two-thirds, and in one cohort, 100 percent found employment (see Assisted Living Caregiver Training below).

Assisted Living Caregiver Customized Training

In PY 2014, Arizona began requiring that caregivers obtain certifications to retain/obtain employment in that field. Workforce development staff worked with local assisted living agencies to create a customized training plan. Two cohorts were established that included incumbent and new workers. Employers shared 50 percent of the training costs, with WIA providing the other 50 percent. Of those who went through training, there was an 80 percent completion rate, and of those, 100 percent found employment as an assisted living caregiver.

Strategic Futures Roundtable

In partnership with the ACA and the Arizona State University (ASU) Morrison Institute for Public Policy, Mohave's Workforce Development team convened a Strategic Futures Roundtable in October 2014. The event was attended by community leaders, including members of the Mohave/La Paz Local Workforce Investment Board. The facilitated discussion yielded important insights into important opportunities leading to economic and job growth as well as the top competitive strengths for Mohave County. The region was seen having high potential to develop as an Inland Port with transportation and manufacturing high on the list of targeted industries. In addition, healthcare, tourism and information technology were viewed as sectors that are vital to the economic growth and sustainability of the region.

Grants

COYOTE

Mohave County Workforce Development continued to partner with the County's Probation Department to serve at-risk youth. The Arizona Supreme Court – Juvenile Justice Services Division continued to provide grant funding (\$36,000) under the Juvenile Crime Reduction Fund for the placement of 18 youths on probation in the COalition YOuth TEam (COYOTE) Summer Youth Employment and Training Program. This program has been growing steadily over a number of years as the Probation youth participate in two weeks of Work Readiness and five weeks of Work Experience.

EAGLES

The Arizona Supreme Court - Juvenile Justice Services Division awarded a new grant to the Mohave County Probation Department during Program Year 2014. The grant, funded under the Juvenile Crime Reduction Fund, allocated \$45,000 to the Workforce Development Division to provide work-readiness and job development services for referred probation youth. The funding accounts for a half-time Career Coach position, with the balance being used for support services and transportation costs to serve three Mohave County cities. The program established to serve these youth was named EAGLES (Employing Adolescents Gaining Life Experience). Based on the early successes seen in achieving positive outcomes, this grant has been renewed for PY 2015.

Best Practices

Rapid Response Job Fairs for Mine Employees

On December 29, 2014, Mohave County was notified of a major layoff with Mineral Park Mine affecting 383 employees. The Mohave County Rapid Response Coordinator was notified by phone and email by the Human Resource Manager for Mineral Park Mine. The State of Arizona WIA Rapid Response Coordinator was contacted immediately and a WARN Notice was sent to Mohave County and the State of Arizona reflecting the layoff. Plans were put into motion immediately to assist the affected workers. On January 16, 2015, Mohave County was notified of the closure of Gold Road Mine (Mojave Desert Minerals) affecting 62 employees over the following two weeks.

In a combined effort by Mohave County Community Services Staff, a three day Job Fair with Rapid Response Orientations was scheduled on January 7-9, 2015, in the Kingman Comprehensive One-Stop. With the collaboration of several mines throughout Arizona, Nevada, Colorado, New Mexico, and other businesses within Mohave County and Arizona, the three day Rapid Response event had a combined attendance of 291, primarily those laid off from Mineral Park Mine. Of those employees that attended, approximately 74 attended two or more of the days. There were 25 employers represented.

A second Rapid Response Orientation/Job Fair was held on January 22, 2015, and was attended by 230 job seekers. Most of those that attended were laid off from Mineral Park Mine. Twenty-two affected employees requested enrollment in the WIA Dislocated Workers Program with plans to attend Mohave Community College to upgrade skills or retrain for a new career path. An additional 15 attended a workshop offered at the One-Stop to connect them with trucking companies who would pay for them to obtain their Commercial Driver's License (CDL). Many of the mine haul truck drivers had years of experience driving but did not have a CDL, as it was not necessary on private property.

Everyone who attended the combined job fairs was given the opportunity for interviews and potential employment opportunities. Based on employer feedback and anecdotal information, it is estimated that more than 70 percent of the mining workers were able to experience rapid-reemployment through the efforts of the Workforce Development team.

Navajo/Apache Counties Workforce Partnership

Preparation for Transition to WIOA

Navajo/Apache staff participated in the statewide WIOA Implementation Team and Task Forces in order to stay abreast of changes. Because of the impending merger with Gila County, much emphasis was placed on governance. During PY 2014, a plan for the merger with Gila County (which was previously aligned with Pinal County) was drafted and submitted to DES and a new Chief Elected Official Agreement was completed and approved. Bylaws for the new Workforce Development Board, to begin its work after July 1, 2015, were created, and new Workforce Development Board nominations and appointments were completed. Branding for the new three-county area was completed, including videos for recruitment and orientation to services.

Program Highlights

The Navajo/Apache area increased the number of clients served from approximately 50 clients two years ago to more than 400 clients in PY 2014, a significant increase, and the area exceeded all performance measures. Workforce staff entered into a shared staff position agreement with the Northland Pioneer Community College for a Career Services and Business Services Manager. The College achieved significant outreach into the business community with more than 125 presentations to various community and business groups. The Navajo/Apache Workforce Connections Director also serves on the White Mountain Business Owners Roundtable Board of Directors and is active in all Chambers of Commerce in the region. Navajo/Apache Workforce also partially funded an Economic Development Position to address Sector Strategy activities, covering Navajo, Apache and Gila Counties.

Grants

IBEST

Navajo/Apache Counties have been working with Northland Pioneer Community College on an IBEST Grant that commenced November 2014 and will continue through June 2016. It is a Construction Degree Program that will result in high school equivalency diplomas, a construction degree designation and employment for at least 20 individuals upon completion of the program.

Best Practices

Navajo/Apache funded the development of an orientation video and is in the process of completing corresponding hard copy materials. The orientation video eliminates the need for time-consuming group orientations and provides easier access to career services faster. Also developed were videos for the Youth Program, Business Services and an overview video for all programs and services. Kiosks are available in all offices with 100 different informational one-page documents on topics such as writing a resume, getting back into the workforce, customer service, and how to look for a job.

Nineteen Tribal Nations

Preparation for Transition to WIOA

All written communication regarding the WIOA implementation that was received from the State-led WIOA Implementation Team was disseminated to Nineteen Tribal Nations (NTN) Board Members and Directors. NTN representatives participated in the WIOA implementation meetings hosted by the State and in the various task forces. A two-day strategic planning session was convened with NTN LWIB members, directors, and tribal council members from various tribes attending. All information was shared and discussed in the NTN Management Information Systems Task Force Meetings, NTN Special Operations Committee Meetings, NTN Directors and WIB Meetings. Participation in relevant webinars was encouraged, and representatives from the NTN LWIB and the tribal areas attended the WIOA "Road Shows" provided by the State.

Hualapai Tribe

Staff attended various meetings and training to become more familiar with WIOA and to gain a better understanding of new regulations and eligibility requirements. Staff also worked to learn new ways to improve performance.

Salt River Pima-Maricopa Indian Community

The Salt River Pima-Maricopa Indian Community focused on strengthening partnerships, both inside and outside the community, in preparation for the transition to WIOA.

Yavapai-Apache Nation

Staff collaborated with one-stop centers from other local areas and attended partner meetings. Staff also attended multiple training sessions and participated in WIOA webinars.

Program Highlights

Quechan Indian Tribe

The Quechan Indian Tribe WIA Program implemented a pre-employment training program in collaboration with the Yuma Employment Service, the “Quechan Casino.” Sessions were conducted once a month and lasted seven hours over a three-day period. The Quechan Tribe WIA Program held its first job fair with numerous employers and more than 130 job seekers participating. This event opened several doors to employment opportunities for tribal members; it also created new partnerships with other workforce agencies and employers.

Salt River Pima-Maricopa Indian Community

The Salt River Pima-Maricopa Indian Community recorded a number of successes in the area of training. One adult participant earned a two-year degree; two adult participants earned Bachelor Degrees; and two adult participants are currently working towards Master’s Degrees. In addition, 25 youths completed work readiness training during the summer work sessions, and three adult participants attended men’s and women’s gatherings.

Yavapai-Apache Nation

The program facilitated a job fair in Camp Verde and filled 15 positions – two of which are On-the-Job Training (OJT). Staff participated in a college fair that included nine colleges and universities. Seventeen youths attended a “Youth-2-Know Youth Council Forum” at Yavapai College.

Grants

Gila River Indian Community - AmeriCorps Grant

In 2013, the Gila River Indian Community Employment and Training Department received an AmeriCorps planning grant that allowed the department to research the needs of veterans and their families in the Community. The findings from that research then led to new grant in October 2014 to fund “Veterans Serving Veterans,” a program funded by the three-year AmeriCorps Grant and implemented by the Employment and Training Department. The program’s sole purpose is to serve Community veterans.

Some of the projects that have been accomplished with Veterans Serving Veterans:

- Developed a data base supported by MIS to track services to Veterans
- Participated in Salt River Veterans Pow Wow
- Served 93 family members of Veterans
- Served 67 Veterans
- Identified gravesites of fallen Veterans – 792 names so far

- Provided PTSD Veterans Benefits Training - Tolleson
- Organized a Military Family Coalition Summit
- Conducted Coffee Club Sessions for Veterans
- Completed presentations to all Districts
- Offered an Elderly Concerns Presentation
- Worked with O’Odham Veterans Committee to develop stand downs and develop volunteer opportunities
- Imitated a Veterans History Project
- Developed Fitness Program for elderly Veterans
- Renovation of Post 84
- Facilitated Veterans participation in Earth Day
- Created a Veterans Honoring Event (in progress)

Gila River Indian Community - Workforce Innovation Fund Grant

In 2012, the Gila River Indian Community received the Workforce Innovation Fund Grant (WIF), the only tribe to be awarded a grant from the Fund. The purpose of the WIF was to support innovative approaches to the design and delivery of employment and training services. This grant has allowed the Employment and Training Department to expand its operations and to implement the Career Pathways project. The federal grant’s intention is to approach workforce development issues through an innovative “systems” approach.

The Career Pathways is a project to create a seamless employment delivery system relying heavily on three key partners: workforce (WIA), employers, and education. Career Pathways has a clear sequence of education coursework and/or training credentials that are aligned with the skill needs of industries important to the regional or state economies in which they are located. The pathways reflect the active engagement of employers in targeted industry sectors regarding the skill requirements for employment or career progression.

It is the first time employers, community colleges, universities, and workforce entities have worked so closely together in this manner, with monthly convenings of the Pathways Advisory Team and also bringing in employers from the selected industry sectors. The project is unique because the system is completely employer driven. Gila River Indian Community is thus at the forefront of this innovative approach among tribal entities, and findings are being shared with other tribes across the country.

Quechan Indian Tribe

The Quechan Tribe received a grant from the Indian Health Service (IHS) to strengthen the tribal relationship with the IHS. The grant was administered by the WIA Program staff and focused on training for Certified Nursing Assistant (CNA) and direct care occupations. Grant activities continue in PY 2016, with six tribal members currently enrolled. Also, the Quechan WIA Program became a member of the Greater Yuma Business Services Team as an initial step toward greater emphasis on Career Pathways.

Yavapai-Apache Nation

The intake and interview process has been clearly structured to consist of initial assessment, vocational testing, review of the ETPL and O*Net targeted to specific testing results.

Partnerships have been established with the Johnson O'Malley Program (national program with funding that promotes specialized and unique educational activities) and higher education departments. Referrals to local community resources, not just tribal, help ensure participants' needs are met. Staff maintains on-going communications with local governments and employers in the Verde Valley, Sedona, and Yavapai County. Several youth participated in new workshops that addressed teen stress management, team work, and mock legislation. Plans for the coming year include a proposal to bring a special presenter to the tribe to encourage voting in elections.

Best Practices

Salt River Pima-Maricopa Indian Community

A trial program was implemented for adult participants to mentor each other in similar fields of study. Adjustments to program opportunities and services were made to attract both adult and youth participants. Participants are featured in office displays in an effort to inspire new and current participants.

Phoenix Workforce Connection

Preparation for Transition to WIOA

The City of Phoenix staff fully embraced the planning and preparation for WIOA implementation. Staff developed a WIOA Transition Plan and a Project Management Work Plan to aide in communicating and tracking progress and activities. The plan captures information pertaining to state, regional and local policies, processes and practices ensuring effective implementation.

The objectives of the WIOA Transition Plan are as follows. **Inform** all partners, providers, and the public throughout community of the vision, changes and improvements planned for the local workforce development system and area. **Involve** all partners and stakeholders by seeking input in designing a plan that sufficiently addresses operating a customer-centered and results oriented high-quality workforce development program. **Implement** all aspects of the new legislation and rules governing the workforce development programs according to Federal and State guidelines and applicable time lines by utilizing efficient project management principles.

City of Phoenix staff and the Phoenix Business and Workforce Development Board (PBWDB) have been actively attending and participating in various meetings and conferences to gain information and knowledge needed to begin implementation. The following highlights activities involving preparation for implementation.

- Staff attended and participated in the August 2014 Arizona WIA Technical Assistance Conference.
- Staff registered for the series of listening sessions in August/September 2014 from the U.S. DOL WIOA Implementation Webinars.
- Staff and Board Members attended the September 2014 California Workforce Association - Meeting of the Minds in Monterey 2014.

- Staff were represented on all taskforces starting in September 2014 Arizona WIOA Implementation Taskforces.
- The Phoenix Local Area submitted the State Readiness and Technical Assistance Consultation Tool in September 2014.
- WIOA Briefings were standing agenda items for discussion at the each Phoenix Business and Workforce Development Board and Executive Committee from November 2014 to June 2015.
- Phoenix and Maricopa Workforce Supervisors started meeting in December 2014 for Regional Leadership Staff Discussions.
- Department Staff participated in an all-day Division WIOA Strategic Planning Discussion in January 2015.
- The Department Director and staff provided regular WIOA briefings to the Phoenix City Council and the Mayor starting in February 2015.
- In March 2015 staff started WIOA Transition weekly meetings. Tools and resources were created to track and communicate task assignments. Support staff coordinated agendas, schedules and created and maintained tools and resources to help manage the project.
- Two informational sessions for Eligible Training Providers were held in this year, in February and June. These sessions focused on informing training providers of the new requirements for performance tracking under WIOA and how the process for continued eligibility was changed with the new legislation. Initial approval for new programs for the Eligible Training Provider List was discussed. An unduplicated count of 55 participants attended the sessions and represented 62 different schools.

Valley of the Sun United Way staff attended the Jobs for America’s Graduates (JAG) Out-Of-School Training Academy in Kent, Ohio on February 2 – 6, 2015. The training talked about the WIOA changes and how to better serve youth. The training touched on the topics of Recruitment, Academic Remediation, Service Delivery, Student Engagement, WIOA Transition, Student Follow-Up, and Mining Data. One of the staff members attended the Manager’s Track, which focused on developing an RFP for the Grant, while the other staff member attended the Specialist track, which was more focused on service delivery. Cynthia Spell Tweh, Deputy Economic Development Director at the City of Phoenix, was selected as a recipient of JAG’s National Workforce Development Leadership Award. She was nominated by friends and colleagues for this honor because of the extraordinary leadership and support she contributed to America’s most successful program for helping high-risk and disadvantaged young people to succeed in school as well as in pursuit of a career and/or a postsecondary education through your support of the program. The award was presented in Washington, D.C. on November 19, 2014.

Program Highlights

Continuous Improvement Training and Program Performance Monitoring

Annual Compliance Training was delivered on June 23, 2015 to program staff and contractors. This offered instruction on programmatic monitoring guidelines including common findings and observations from PY 2014, fiscal monitoring, fingerprint/background check requirements and time management tools. The training unveiled a revised monitoring tool with an increased point structure on data validation elements. A “Monitoring Tool Guide” was created to assist staff with understanding each area of monitoring and the associated definitions of what is being reviewed.

Integrated Service Delivery Preparation and Launch

A Leadership Team representing PWC partner programs (WIA Adult/Dislocated Worker/Youth and Wagner Peyser Employment Services) met bi-weekly for nine months to re-engineer and create a One-Stop service model based on the customer-centric approach to break down program silos and serve customers within the common functional teams of Welcome, Skills Development, and Employment and Business Services. The Leadership team developed a robust “product box” of resources guided by the principles that every customer receiving services through PWC would have the opportunity to know their skills, improve their skills and finally get the best job with their skills.

The organizational change required to ensure the quality and sustainability of this new model was addressed by an aggressive training/meeting schedule with One-Stop functional teams beginning September 2014. All staff attend weekly training sessions focused on providing exceptional customer service within the new delivery model and developing the professional skills needed to support the commitment that every PWC customer would leave the One-Stop a better candidate. Presentations by vocational rehabilitation, education, apprenticeship, and community organizations are incorporated into the weekly trainings to expand PWC resources through collaboration and resource sharing. In January 2015, an integrated service delivery was introduced at the Phoenix Workforce Connection (PWC) Career Centers offering a seamless, business driven approach to prepare job seekers to meet workforce needs. The “new” Phoenix Workforce Connection includes membership cards received by customers after a one-on-one welcome meeting and skills assessment, updated branding and collateral materials, a full remodel of the PWC North facility and stronger connections to Business Services.

Grants

YouthBuild Grant Training

The Youth Workforce Development Supervisor attended the U.S. DOL YouthBuild Peer-to-Peer Training: Region 6, held in San Francisco, California, on June 3-4, 2015. The conference assisted in the learning of the history, success, and current state of the program. The program focused on the review of the U.S. DOL performance measures and implementation and development of the effectiveness of the education/construction components. The supervisor had an opportunity to meet with the new Federal Project Officer assigned to oversee the City’s grant, as well as network with other organizations that have successful YouthBuild programs.

Best Practices

Phoenix Health Care Sector Partnership Highlights

The City of Phoenix facilitated a sector partnership event in October, 2014, with 90 participants, and formed three Talent Subcommittees which included New Talent Pipeline Development, Expanding Incentives and Reducing Barriers, and Increasing Alignment between Workforce Training and Sector Needs. The partnership completed a synthesis of current and projected health care workforce gaps in Arizona, titled *Health Workforce, Healthy Economy Policy Primer*, facilitated a Policy Briefing at the Arizona State Capitol to educate policy makers, and collaborated with the Arizona Nurses’ Association/Arizona Action Coalition to support a \$150,000 workforce grant application from the Robert Wood Johnson Foundation.

Advanced Manufacturing

The City of Phoenix launched a sector partnership focused on growing the manufacturing sector in the Phoenix region, and facilitated meetings to identify areas of opportunity and champions in the business community to provide leadership. The partnership conducted research and interviewed key manufacturing leaders to evaluate potential value-add of a manufacturing sector partnership, and assembled information about existing public and nonprofit efforts to supporting manufacturing in the Phoenix region, to understand the current landscape and promote alignment across initiatives.

Partnering and Building the Workforce for Federal Land Management Agencies

ACYR (Arizona Call-a-Teen Youth Resources) has managed a regional collaboration for Phoenix and Maricopa Workforce Connection in partnership with the Bureau of Land Management and the Student Conversation Association for the past four years. The Field School provides the opportunities for youth to gain meaningful hands-on work experience through a variety of field-based conservation projects, trainings, and certifications while being introduced to natural resource career opportunities. As a classroom and field-based program, youth also earn up to 12 college credits at Phoenix College and get paid as they obtain certifications. The certifications they receive are Wildland Firefighting, Wilderness First Aid and CPR, Leave No Trace Training/Trainer, Chain Saw Certification and ATV Rider Course. Their Academic Courses include Career and Work Experience, Field Biology: Ecological and Environmental Field Experience, Outdoor Adventure Skills and Wildland Firefighting.

2015 Workforce Practitioner of the Year

Stan Flowers, Workforce Development Supervisor, was awarded the **2015 Workforce Practitioner of the Year** by the Arizona Association for Economic Development (AAED) at their annual Economic Development Distinguished Excellence awards dinner. Mr. Flowers also received his Arizona Economic Development Pro certification as a result of completing the Economic Development Academy, also sponsored by AAED.

Pima County One-Stop Career Center

Preparation for Transition to WIOA

In June 2014, Pima County staff began to provide ongoing WIOA information, updates and timelines to members and guests at the LWIB's monthly board and committee meetings, and Pima County staff joined several of the WIOA Statewide Task Forces formed in September 2014. Monthly LWIB meetings began featuring presentations and discussions on WIOA-related topics, to include a presentation about Workforce Development/Career Readiness by the Program Coordinator from the Programs and Partners Office of the Pima County Public Library and a presentation about Small Business/Entrepreneurship Support by the Director of the Women's Business Center of the Microbusiness Advancement Center (MAC). This was followed by a presentation about Arizona and Pima County's demographics and labor market information including definitions/data products and services, and employment estimates and forecasts. The presentation was conducted by the Assistant Director for Budget and Resource Planning and Labor Market Information Director, State of Arizona, Arizona Department of Administration.

In October 2014, the LWIB began reviewing its membership to ensure the LWIB would meet WIOA board composition requirements, and in April 2015, the LWIB's annual board retreat was facilitated by Loyola Associates and focused on the WIOA requirements for Board Composition, Structure and Functions; selection of One-Stop Operators and Providers; the Local Area Plan and required contents; the Performance Accountability System; required Employment and Training Activities; and Youth Programs.

Program Highlights

The U.S. Secretaries of Labor, Veterans Affairs and Housing and Urban Development and the executive director of the U.S. Interagency Council on Homelessness visited Pima County's Sullivan Jackson Employment Center (an affiliate One-Stop center serving homeless job seekers) on June 1, 2015, that included a tour and two roundtable discussions as part of the Obama Administration's effort to end homelessness among America's veterans.



High School Initiatives

Pima Vocational High School (PVHS), a One-Stop-affiliated charter school focused on out-of-school and other at-risk youth, was awarded renewal of its contract for a 20-year term and of its accreditation for a five-year term. Pima Vocational High School is an alternative public charter school serving approximately 150 students at two campuses. The school targets youth aged 16 to 22 who have not been successful in mainstream schools. The curriculum focuses on credit recovery and preparation for employment. All students complete a comprehensive, sequential vocational program that includes:

- Three 32-hour classroom based employment skills courses (MOD courses)
- Two or more six week Work Placement Experiences
- Internship in field of interest
- Completion of a Senior Portfolio

Fifty-seven youth earned their high-school diploma through PVHS this year.

Las Artes, a One-Stop-affiliated GED program for out-of-school youth, is now seeing an 85 percent pass rate on the new high-school equivalency exams, significantly higher than the statewide pass rate of approximately 70 percent

Next Steps for Vets

In April 2015, the Kino Veteran's Workforce Center co-sponsored a conference called Next Steps for Vets to help regional industry partners connect with recently-separated veterans and transitioning personnel. The conference highlighted careers in aerospace, aviation technology, construction, communications, energy, first response, health care, logistics, manufacturing, and mining. Presenters explained the sequence of assistance and training programs to help encourage veterans to make a smooth transition in the local economy. LWIB members helped coordinate this event and participated on the panel of presenters.

Sector Partnerships

The August LWIB meeting was hosted by the Port of Tucson which is a full service inland port, rail yard and intermodal facility located southeast of the City of Tucson, Arizona, 70 miles north of the Mexico border crossing in Nogales, Arizona on Interstate 19. The facility is located adjacent to the Union Pacific Railroad Mainline and Interstate 10, linking California and Texas. The Founder and President of the Southern Arizona Logistics Education Organization (SALEO) presented an overview, objectives and updates on the Logistics Sector Industry and members and guests enjoyed a tour of the Port immediately following.

In September 2014, the LWIB partnered with Tucson Regional Economic Opportunities (TREO) and hosted a “Sector Partnerships Forum” and three industry groups expressed an interest in forming partnerships that included Infrastructure-Construction, Health and Bioscience-Long-term Health Care, and Health and Bioscience-Biotechnology, and in October 2014, the LWIB meeting featured an Emerging Technologies Sector “Drones/Unmanned Systems and Programs Panel” that included the Campus Director, Embry-Riddle Aeronautical University Worldwide; Section Vice President, Defense Solutions Division, General Dynamics Information Technology; Hunter Deputy Program Manager, Northrop Grumman Technical Services; and Chief Executive Officer, Sentinel (formerly BAE Systems). A WIB member was the facilitator.

Case Studies:

Brittney is a 21-year old single mother of a 12-year old child and a 9-month old baby. Her entire resume consisted of one job working at Jimmy Johns Sandwiches as a cashier making \$7.80 per hour. She enrolled into the WIA Adult Program and was assisted in completing a training plan to become a Medical Assistant (MA). WIA funds paid for her tuition to attend the MA certificate program at Pima Community College. When she completed and received her MA Certificate she was hired full time at Adobe Gastroenterology with a starting wage of \$10.00 per hour.

Joyce is a 32 year old married female living with her spouse and young son in a rented apartment. This client was working part time as a Rehabilitation Technician, and her spouse was not employed. She was receiving food stamps and WIC benefits. She has a high school diploma from Nigeria and a GED from California. She was a CNA and wanted training to be an LPN. She was selected for the LPN training program through Pima Community College (PCC). She completed her training program and received her LPN license on May 1, 2015. She started work full time as an LPN on May 21, 2015 at Catalina Post-Acute Care & Rehabilitation with a starting wage of \$21.00 per hour.

Grants

H1-B Southern Arizona Technical Career Pathways

H1-B Southern Arizona Technical Career Pathways is a four-year grant from the U.S. DOL offering training to move incumbent workers up the career ladder in engineering, information technology, and production management occupations. The grant has trained 308 workers (the original goal was 200) and resulted in 440 industry-recognized credentials. A total of 73 promotions have been documented so far.

Veterans Workforce Investment Program.

This three-year grant was wrapped up in June 2015. A total of 877 veterans were served under the grant, utilizing grant funds to pay for training, for example, in IT occupations or to obtain a commercial truck driving license. To date, 47 participants have completed training and 100% found employment. In the current fiscal year, 96 percent of exiting participants entered unsubsidized employment at an average starting wage of \$17.12 per hour.

Youth CareerConnect

This H1-B grant was awarded to Innovation Frontier Southwest to create four-year pathways from 11th grade to the second year of college leading to industry-recognized credentials in information technology, industrial technology, and aviation technology, as well as a high-school applied STEM education initiative in Santa Cruz County called Metromatemáticas. A total of 155 high-school students have been enrolled in the pathways to date. Summer work-based learning activities include paid internships in machine shops, National Center for Construction Education Core and Microsoft Certified Solutions Expert certification courses, and a bioscience academy at the Pima County Regional Wastewater Reclamation Department.

Senior Community Service Employment Program

Pima County continued operating this grant in conjunction with the County-funded 50+ Employment program. The 50+ program provided employability-skills training for 125 mature job seekers, while SCEP offered eight low-income program “graduates” the opportunity to work in a community setting to gain competitive employment skills.

Continuum of Care (CoC)

Pima County continued to administer approximately \$2 million in CoC grants from the U.S. Department of Housing and Urban Development. The grants support employability skills training, case management and transitional housing for homeless job seekers, including veterans, single parents, unaccompanied youth and homeless adults. A total of 426 job seekers completed the three week training program and 117 entered unsubsidized employment at an average wage of \$9.03 per hour.

Community Action Agency

Pima County continued to administer the Community Action Agency providing basic-needs assistance to 5,172 households in 2014-15. Funding programs include the U.S. Health and Human Services Low Income Home Energy Assistance Program, and Community Services Block Grant plus private and local utility funding to provide emergency homelessness prevention assistance. Eligible dislocated workers, training participants and job entrants in follow-up have access to these resources via referral by their Workforce Development Specialist to encourage persistence, completion and job retention.

Best Practices

The Southern Arizona Manufacturing Partnership (SAMP), with more than 20 member manufacturing companies, continues to develop a new generation of manufacturing technicians, in partnership with Pima County, Pima Community College, Pima County Joint Technological Education District, and the Sunnyside and Tucson Unified School Districts. A total of 23 interns have been placed at the companies and enrolled in certificate training at Pima Community College. The partnership has sparked numerous efforts to streamline the pathway, including dual enrollment credit for high school career technical education, certification adjunct faculty, submittal of newly developed, industry-validated programs for the Eligible Training Provider List, and development of toolkits for industry-based mentoring and internships.



At the November 5, 2014, Arizona Department of Education (ADE) Career and Technical Education (CTE) Director meeting, SAMP Desert View High School received special recognition for being the first Arizona high school to be listed on the Manufacturing Institute “M-List.” In December 2014, the LWIB Youth Council’s “2014 Outstanding Youth and Employer Awards” were presented to one outstanding youth and one employer who participated in the 2014 Summer Youth Employment Program. Nominees were recognized and one included the 2013 SAMP Internship Cohort.

Santa Cruz County Workforce Development

Preparation for Transition to WIOA

In preparation for the WIOA transition, Santa Cruz County has focused on establishing a full Local Workforce Development Board that is cognizant of and supports WIOA programs, demonstrating commitment to investing in leadership time to actively guide the transition process. Santa Cruz County has participated in state-wide, regional and local discussions with WIOA partners related to cross-agency partnerships and roles, integrated planning and service delivery. Staff participated in the statewide WIOA task forces and attended numerous workshops and webinars related to WIOA implementation, including sessions on Integrated Performance Reporting and the ETPL, Services to Individuals with Disabilities, Services to Disconnected Youth, and Strategic Program Alignment and Unified Planning.

Santa Cruz County Workforce Development continues to reach out to the community in Santa Cruz County, including Nogales, Rio Rico, Tubac, Patagonia, Sonoita and Elgin areas. Staff meets regularly with mandated partners to further understand each program’s functions and its effect on program operations as it relates to WIOA. Santa Cruz also continues to strengthen relationships with all three area school districts, including Nogales Unified School District, Santa Cruz Valley Unified School District and Patagonia Public Schools to offer services to in-school and out of school youth and to explore strategies for reaching more out-of-school youth.

Program Highlights

The first annual Santa Cruz County Career and Community Expo took place on October 1, 2014, an event that made valuable connections between employers and job seekers to quickly network face to face with hundreds of participants. It provided a forum for businesses to network with other businesses and promote WIOA services to the business community. The Expo, held at the Santa Cruz County Provisional College (Cochise College) in Nogales, Arizona, was a tremendous success with 81 exhibitors and over 400 attendees.

Santa Cruz Workforce staff provided outreach and successfully hosted job fairs at the One-Stop Center for numerous businesses, including Harbor Freight Tools, The Wellness Network, Trident Seafood, Peter Pan Seafood, Ocean Beauty Seafood, Icicle Seafood and Starbucks Coffee Company.

Activities aimed at youth included participation in the back to school programs for the Nogales Unified School District, Santa Cruz Valley Unified School District and the Patagonia Public Schools. Santa Cruz Workforce Development also participated in the Rio Rico High School College and Career Fair, Nogales High School Career and Job Fair, Pierson Alternative High School Career Fair, Desert Shadows Middle School College/Post-Secondary Career Day and the Patagonia Youth Empowerment Fair. Additional efforts to reach out-of-school youth included involvement with Team Anonymous and the Santa Cruz County Probation Department.

Grants

In partnership with the Santa Cruz County Adult Education program, Santa Cruz Workforce Development supported the grant application for College and Career Readiness from the Arizona Department of Education/Adult Education Services. This funding allowed the Santa Cruz County Adult Education program to align program curriculum to the Arizona College and Career Readiness Standards and integrate career exploration, career planning and postsecondary transition activities for all learners. This funding was essential as it provided a key component to the preparedness of students in adult education and enabled referral of students to workforce programs once they completed the College and Career Readiness process.

Best Practices

Santa Cruz County Workforce Development has established a process for timely and seamless referral of eligible participants to core partners for program services, including AJC registration, employment services, job placement services, resume preparation, employment recruitment services, vocational counseling and training, Veteran support services, tutoring, adult basic education classes, GED® preparation classes and English classes.

Staff maintains involvement in the regional Innovation Frontier Arizona partnership with Pima, Yuma and Cochise Counties and continues to leverage resources for job seekers and business customers. In addition, staff actively participate in the Nogales Rural Innovation Consortium, which consists of nine organizations to promote a variety of services to our community and partner with Cenpatico, a behavioral health service provider, and the Santa Cruz County Wellness Network, established to promote adolescent wellness through advocacy, education and collaboration with schools and community organizations.

Staff regularly attends the Nogales-Santa Cruz County Chamber of Commerce Government Affairs Committee meetings, a group that monitors and tracks legislation and government-related issues on the municipal, state and federal levels.

Success Stories

The following participants represent our program's abilities to serve and the success they achieved:

Ricardo, a young adult unable to find employment after Core and Intensive Services, used several career exploration tools and became interested in obtaining a Commercial Driver's License. Once the eligibility process was complete, he started training at a WIA ETPL-approved truck driving school in Tucson, Arizona. Ricardo completed his training, received his certificate and obtained his credential from the Department of Motor Vehicles. Ricardo is currently working for a trucking company traveling in and out of state.

Max, an out-of-school youth who heard about our program through one of our community presentations, was looking at training opportunities. After an initial assessment and WIA Core and Intensive Services, he became interested in Pharmacy Technician training. He attended a WIA ETPL approved training program in Tucson, Arizona and the WIA program was able to provide transportation to and from training. Max completed his training, received his certificate and was certified through the Pharmacy Technician Certification Board. He is currently working in his related field.

Southeastern Arizona Workforce Connection

Preparation for Transition to WIOA

Workforce staff attended numerous trainings during the PY 2014 that included the U.S. DOL WIOA Town Hall Meeting in San Francisco, California; the National Association of Workforce Board Annual Conference, Washington, D.C.; and the National Association of Workforce Development Professionals Annual Conference in Las Vegas, Nevada. Numerous staff became members of the Arizona Implementation Team and participated in the bi-weekly statewide WIOA implementation telephone conference calls. Staff joined various task forces, to include the Policy Task Force, Governance, Staff Development, and Data Sharing.

Meetings were held throughout PY 2014 in order to inform staff of the new WIOA law, and each staff member was given a copy of the WIOA law and asked to review it in order to be familiar with the new law and draft regulations. The Southeastern Arizona Workforce Connection (SEAZ) organization also scheduled meetings with the core partners to discuss the WIOA law and began discussions on how to improve partnerships and move forward together.

Program Highlights

New Sector Strategy Partnerships

Graham and Greenlee counties initiated the Criminal Justice Sector Partnership with a formal launch meeting on January 15, 2015.

Cochise County launched its Healthcare Sector Partnership with a meeting on June 16, 2015. A Sector Partnership created in the previous year, the Mining Sector Partnership, was taken over by the Arizona Mining Association. After launching, SEAZ was informed there might be duplication of efforts already under way by the Arizona Mining Association.

Youth Activities

In Cochise County, 86 youth completed 120 hours in the Summer Youth Employment Program 2014. Successful partnerships were maintained with the Douglas High School, the University of Arizona South and the 4-H Organization for a “4-H Aftercare STEM” program, and the County also participated in the high school “Launch into Life” event for sophomore students.

In Graham/Greenlee counties, 16 WIA youth and 28 Freeport McMoran grant youth participated in the Summer Youth Employment Program 2014 for a total of 44 youth. Freeport McMoran is a local mining business, and four youths were hired by their employer into permanent positions.

Graham County staff facilitated a job skills/career fair and readiness workshop for 182 Eastern Arizona College freshmen, and also taught job skill classes to youth and young adult probation clients from January through June 2015. Greenlee County workforce staff taught resume skills to Morenci High School junior class students.

Job Fairs and Hiring Events

SEAZ hosted or participated in numerous career fairs, including the Graham County Career Fair on August 15, 2014, in partnership with Eastern Arizona College, with 279 jobseekers attending. A career fair in April attracted 225 jobseekers, including 77 veterans. Targeted Hiring Fairs were held in One-Stops in the SEAZ local area, including events with Verizon Wireless; Caring Hearts in Home Care, LLC; the Arizona Department of Corrections in Safford; Peter Pan Seafood, Trident Seafood, and Icicles Seafood from Alaska; and Native Grill and Wings. Staff also provided numerous presentations for the public on topics such as job interview skills and resume writing, as well as presentations to organizations, including the Sierra Vista Chamber of Commerce Board of Directors and the Veterans Council.

Grants

Veterans Workforce Investment Program

The Veterans Workforce Investment Program (VWIP), a joint grant with Pima County, was in its final year of the grant period. From July 1, 2014, to June 30, 2015, 47 participants had been enrolled in the program, which utilized grant funds to pay for training, for example, in IT occupations or to obtain a commercial truck driving license. To date, 47 participants have completed training and 100% found employment.

H1-B Southern Arizona Technical Career Pathways

H1-B Southern Arizona Technical Career Pathways is a four-year grant from the U.S. Department of Labor to Southern Arizona, offering training to move incumbent workers up the career ladder in engineering, information technology, and production management occupations. SEAZ has enrolled 58 participants in this grant, with all participants pursuing information technology certificates with the exception of three participants, who have pursued bachelors' degrees. The grant will continue until November 2015; however, all funds have been obligated.

Youth Career Connect

The purpose of this grant is to implement a career pathway from high school to community college resulting in industry-recognized credentials in Cyber Security. This grant offers a multi-year educational opportunity to high school students, combining IT courses taken in high school with summer internships, plus all tuition paid for and associate's degree in an IT field at Cochise Community College. To date there were eight high school students enrolled in the program, of which four students also participated in the summer internship program with Cochise College.

Yavapai County Workforce Connection

Preparation for Transition to WIOA

Yavapai County has been successful in being in the forefront of the WIOA implementation process while maintaining quality services under WIA. In partnership with the Yavapai County Board of Supervisors, the Yavapai County LWIB, the Northern Arizona Council of Governments (NACOG) and DES, the area has been successful in planning and implementation of the WIOA. NACOG actively participated with state implementation teams and U.S. DOL training. The LWIB formed local implementation teams with NACOG as lead for the LWIB and Board of Supervisors. Recruitment and appointments to the WIOA-compliant board, the Local Workforce Development Board (LWDB), and designation of the Workforce Development Area have been accomplished. Yavapai has revised forms, created career pathways plans, and selected a One Stop Operator. The area has also begun updating the business plan, revising bylaws, drafting local policies and procedures and Youth Program Request for Proposal.

Program Highlights and Grants

In PY 2014, Yavapai placed additional emphasis on outreach, with the result that attendance at orientations to services tripled. Team members made public service announcement on area radio stations to discuss services offered in the three One Stop offices. For Yavapai County, performance outcomes and quality of service delivery remain areas of focus, and the County was among the top two performance areas in the state. Both state and independent audits and monitorings were completed with no findings.

Yavapai County is an active partner with the U.S. Department of Commerce Economic Development Area. NACOG is the Administrator for the four-county Economic Development Planning Region in Northern Arizona. Staff has assisted the town of Chino Valley with a grant application to develop an infrastructure project. The project has been awarded \$2 million including match and will allow for job creation and retention in Yavapai County.

The Business Assistance Center (BAC) continues to be strong, offering quality business services throughout the county. This year, Yavapai County partnered with Northern Arizona University (NAU) to provide employer training in the following areas: Competitive Innovation, Strengths-based Management, Theory of Constraints, Critical Chain Project Management, High Speed Decisions and Critical Thinking and Human Performance Technology. These training opportunities also helped the local area to focus on One Stops related to Business Services.

Best Practices

Yavapai County Local Workforce Investment Act staff continues to be successful in building good relationships with community partners. Goodwill recently opened a workforce center in Prescott, and Title IB staff maintains a collaborative working relationship with Goodwill to ensure community needs are met without duplication. In addition, there is a strong working relationship with the Northern Arizona Veterans Administration Health Care System Center, offering the Veteran community priority access to quality services.

Yuma Private Industry Council

Preparation for Transition to WIOA

The Yuma Private Industry Council (YPIC) Executive Director, John Morales, organized a Yuma County WIOA planning meeting on June 5, 2015, to provide local workforce, education, adult literacy, and vocational rehabilitation key decision makers the opportunity to discuss the implementation of the Workforce Innovation and Opportunity Act (WIOA) in Yuma County. Other key partners to the system were also invited to participate in the meeting. All partners engaged in an open dialogue to begin clarifying partner roles and responsibilities under WIOA, identifying barriers to aligning program resources and supporting the system change in Yuma County.

The use of group breakout sessions helped ensure that partners from different agencies had the opportunity to work with one another. Dr. Sheila Murphy, the facilitator of the meeting, provided focused topics that small groups used to generate information to participating individuals and agencies for purposes of capturing ideas. All key partners agreed that meeting milestones would necessitate follow-up on sharing resources, commitments and successes on a quarterly basis as this would contribute to the establishment of a strong service structure. A report on the proceedings will be distributed to all attendees and will serve as a reminder document of the items discussed in this strategic thinking forum.

Grants

Youth CareerConnect Grant

YPIC is currently working in partnership with the Yuma Union High School District (YUHSD) and Arizona Western College (AWC) to train high school students to become more prepared for future IT positions through a four-year grant from the U.S. Department of Labor. The Youth CareerConnect Grant, in its first year in Yuma, allows for juniors within YUHSD to go through a two to three year program in order to earn their associate degree in areas of either cyber security or industrial technology.

Spanning the school year and the summer, the programs give students who are already interested in IT the chance to obtain training and internship opportunities before they graduate from high school. The local program currently has 15 students in its cyber security cohort and 12 students in the industrial technology cohort. Next year, YPIC is hoping to increase the enrollment to 35 students in each class, with plans of serving a total of 300 students over the four years of the grant. Through the cyber security class, students are currently learning about rebuilding computers and how they function, as well as receiving software training.

Students will learn about administration of justice as the classes also play a part in preparing students to work with the Department of Homeland Security or the Federal Bureau of Investigation or major retailers interested in ramping up their security measures. In the industrial technology class, students are working on utilizing technology as they relate to welding and engineering.

As part of the grant YPIC is also looking to provide training in sectors where H-1B visas are being used. The U.S. H-1B visa is a non-immigrant visa that allows U.S. companies to employ foreign workers in specialty occupations that require expertise in specialized fields such as in architecture, engineering, mathematics, science and medicine.

Best Practices

In preparation for WIOA, Yuma County's One Stop made significant changes in September of 2014 to its existing service delivery system to better coordinate and align services provided by local workforce development programs. This new collaborative process streamlines service delivery to the community and provides a more unified approach to serving low-income and low-skilled people.

Daily orientations facilitated by members of the YPIC, DES and the Portable Practical Educational Program provide specific information about the various services offered in the One-stop setting. Job seekers are scheduled to attend a variety of Workshops that focus on the following:

- Work readiness preparation: goal setting, conflict and time-management;
- Job search methods: skills assessment, inventory/career/vocational exploration, networking strategies;
- Job readiness techniques: resume preparation, cover letter writing, interviewing and phone skills;
- Job retention skills: employer expectations, professionalism, work habits, and ethics;
- Financial budgeting: Budgeting and financial planning (provided by the Western Arizona Council of Governments);
- Prove It: Competency and skills testing; and
- Energy efficiency: Assistance in paying utility bills.

This newly developed service approach allows for job seekers to meet with trained and motivated employment advisors and program partner staff to research various career tracks, receive job referrals, receive current labor market information and learn about local in-demand occupations for Yuma County. Adults, Dislocated Workers and Youth having limited skills, lacking work experience and/or facing barriers to employment are provided specific information about community resources and viable training options that may be available to them. Job seekers are encouraged to attend workshops and remain actively engaged throughout the enrollment process to maximize employment outcomes. In addition, e-mail blasts are sent out to all enrolled customers informing them of current job openings, job fairs and job search tips twice a week to ensure that they have current community information. Follow-up services staff track retention outcomes and maintain communication with all customers in follow-up.

SERVICE TO VETERANS

The following section highlights activities provided to Arizona's Veteran population during PY 2014.

Returning Service Members or Recently Separated Veterans as WIA Title IB Dislocated Workers

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

Local Veteran Employment Representative and Disabled Veteran Outreach Program Representative

DES, WIA Title IB and U.S. DOL-Veterans Employment Training Services (VETS), under the provisions of United States Code, Title 38, Chapter 41 and VOW to Hire Heroes Act of 2011, (Public Law 12-56 Section 211) 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 100 percent federally funded grant of \$3,921,136 from U.S. DOL/VETS, the DES Employment Administration employs 36 Disabled Veteran Outreach Program representatives (DVOPs) and 19 Local Veteran Employment Representatives (LVERs) statewide. The DVOP staff facilitate intensive services to veterans with significant barriers to employment. DVOP staff may include any combination of the following services, but at a minimum the first two are required:

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

DVOP staff target services to special disabled veterans, economically or educationally disadvantaged veterans, and veterans with other barriers to employment, especially homeless veterans. LVER staff focus their efforts on developing relationships and promoting the benefits of hiring veterans to employers in the community. For the reporting period July 1, 2014 through June 30, 2015, the total number of veterans and eligible persons seen by the DES Employment Administration was 11,546.

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 49,933 homeless veterans who, on any given night, "combat" life on the streets. Homeless veterans are brought together in a single location for one-to-three days and are provided access to the community resources needed to begin addressing their individual problems and rebuilding their lives. LVER and DVOP staff assists in the development, coordination, and facilitation of “Stand Down” events in their locations.

Table 9: Stand Down	
Stand Down	Number of Homeless Veterans
Phoenix Stand Down	906
Tucson Stand Down	220
Prescott Stand Down	101
Pinal County Stand Down	150
Flagstaff Stand Down	205
Bullhead City Stand Down	200
Yuma Stand Down	61
Sierra Vista Stand Down	20

Gold Card Initiative

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

Arizona has embraced the Gold Card Initiative in all the One-Stop offices throughout the state. Upon obtaining a Gold Card, an eligible veteran can present the Gold Card at his/her local One-Stop Career Center to receive enhanced intensive services including six months of follow-up. All veterans are scheduled to meet with a DVOP staff member immediately upon presentation of their Gold Card. The DVOP staff then conduct assessments to determine if the veteran meets eligibility for Title 38.

Once eligibility is established, the veteran is provided an array of intensive services to include but not limited to:

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

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

Additional Veteran Initiatives

DVOP and LVER staff promoted a variety of additional initiatives including the Work Opportunity Tax Credit (WOTC). DES also participated in Arizona National Guard Yellow Ribbon events, designed to assist National Guard members with their job search. The following table summarizes the number of hiring events conducted during PY 2014:

Table 10: Hiring Events in PY2014	
Event Type	No. of Events
Veteran focused hiring events	124
Yellow Ribbon	2
Employment related workshops	411

Hilton Initiative

Arizona applied and was selected to be one of the pilot states for the Hilton Worldwide initiative to support veterans seeking employment assistance from State Workforce Agencies. As part of the agreement, Hilton HHonors Military has been created to provide an avenue for Hilton Worldwide to partner with individual State Workforce Agencies to support travel related to job search activities. State Workforce Agencies have the flexibility to determine eligibility criteria based on current state-wide employment and reemployment initiatives already in place for transitioning service members, veterans, and military spouses. Hilton donates 100,000 points to the veteran and or eligible family member to be redeemed for approved job-search related activities.

Phoenix Career Expo

The Phoenix Career Expo is an annual hiring event that is held at the State Fairgrounds the third week of March. Veterans Priority of Service is recognized by letting veterans enter the event one hour earlier than the general public to provide them the opportunity to access employers. The Expo is designed to showcase all of the services available in the One-Stop Career Centers to include: a resource room equipped with computers, fax machines and copiers; registration in the state labor exchange; resume reviews, and employment focused workshops. This year there were 216 employers in attendance and 4,837 job seekers. There are 81 staff representing a variety of programs to include: Employment Service, Local Veteran Employment Representatives, Disabled Veteran Outreach Representatives, Supplemental Nutrition Assistance Employment & Training, Maricopa County Workforce, City of Phoenix Workforce, Vocational Rehabilitation Services, and the system support staff.

REPORTING

Program Reporting

Arizona uses the AZ Job Connection (AJC) case management system. AJC is hosted by America's Job Link Alliance (AJLA), an association of state workforce agencies founded in 2001 and dedicated to providing powerful, affordable workforce development systems. Collaboration and sharing resources allows AJLA to deliver its members the best possible return on investment for their software dollars.

As an AJLA member, Arizona is involved in the design, testing, and ongoing development of AJLA products. Arizona currently has staff that attends the AJLA Steering Committee meetings three times a year and provides a nominating representative, who along with 15 other states approves requests for system enhancements. AJLA has two sub-committees: America's JobLink and Reporting. Arizona also has a work group consisting of State administrators and local area staff that reviews enhancement requests from staff prior to submitting the requested enhancement to AJLA.

AJC creates a Workforce Investment Act Standardized Record Data (WIASRD) file that is used for the Quarterly (9090) and Annual (9091) Reports. The file is compiled and reported through the Enterprise Data Reporting and Validation System (EDRVS) to the U.S. DOL Employment and Training Administration (ETA). Using the EDRVS ensures both the accuracy and uniformity of the reported data in compliance with U.S. DOL/ETA reporting requirements. To ensure data completeness and integrity, the DES EA/IT Section in coordination with the WIOA Section continues to work with the local areas to correct data that is found missing or causing an error when the e-DRVS process identifies data errors during the submission of the WIASRD file.

Fiscal Reporting

Arizona ensures that all required elements are reported uniformly so that a state-by-state comparison can be made. The only acceptable form to report all program related expenditures is the "Contractor Accrued Expenditure and Cash Draw Reimbursement Report" and local areas use the accrual method of reporting.

It is also understood that all program expenditures will comply with Office of Management and Budget Circular A-87 for governmental entities, Public Law; 105-220 of the 105th Congress, referred to as the Workforce Investment Act of 1998.

Fifteen Percent Discretionary Funds

For PY 2014 the portion of the formula grant funds the Governor was permitted to reserve for statewide activities increased to eight and three quarter percent. In the three prior program years the Federal budget did not appropriate funds for the 10 percent Governor's Set Aside. States were authorized to reserve for state administration no more than five percent and no more than three and three quarters percent for the Governor's Set Aside of the total allotment for WIA Youth, Adult and Dislocated Worker Programs. These funds were used for required statewide activities which included:

- **Disseminate the ETPL and maintain the website:** A portion of the funds was used to maintain and continuously update the ETPL website 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 that 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;
- **Evaluate WIA activities for Youth/Adult/Dislocated Worker and promote methods for achieving high-level performance:** Technical assistance was provided through technical assistance sessions with workshops conducted by DES and federal speakers. WIA staff from local areas exchanged information about effective, innovative methods used to provide services to WIA participants and achieve high levels of performance;
- **Operate a fiscal and management accountability system:** Internal database systems used for MIS, evaluating performance measures and tracking expenditures were updated and maintained;
- **Submit required state and federal reports:** Existing database systems were updated to meet the state and federal reporting requirements; and
- **Support Rapid Response activities:** A state-level Rapid Response point of contact was established to monitor statewide Rapid Response activities which are carried out by local workforce area coordinators. Funding was provided for maintaining an automated system for accessing rapid response activities information.

Optional activities funded by administrative and Governor’s Set Aside funds included:

- AJLA hosting of AJC system;
- Development of AJC Fiscal Link: The state is working with AJLA to develop a financial component to the AJC system, utilizing the WIA eight and three quarters percent discretionary funds;
- Arizona Apprenticeship Program activities; and
- Program Rebranding.

COST EFFECTIVENESS

Arizona expended WIA Title IB funds of \$44,363,793 to provide services and activities through the Arizona Workforce Connection One-Stop system for PY 2014 (July 1, 2014 through June 30, 2015). Of the over 100,000 individuals served, a total of 11,452 participants were served with significant staff assistance through formula funding provided to the 12 LWIAs. The 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.

Table 11: Program Cost		
Program	PY 2014 Participants	Cost per Participant
Overall for all programs*	11,452	\$3,874
Adult Program	5,901	\$2,401
Dislocated Worker Program	2,262	\$6,073
Youth Program	3,289	\$3,840

*Overall includes Administration Expenses

Arizona continues to meet or exceed WIA Title IB negotiated performance measures. Monitoring activities conducted on both the programmatic and fiscal operations of the LWIAs indicate that the costs are reasonable and that clients are receiving the services needed to re-enter or progress in the workforce. Program performance indicates that the expenditure levels per client are adequate to meet the training needs of the WIA client population. The LWIAs have also developed training arrangements with community organizations to provide opportunities for participants in order to address the needs of clients seeking services.

STATE EVALUATION ACTIVITIES

Customer Satisfaction

DES gathers customer satisfaction information on the employer and exiter communities. The telephone surveys used contain three specific questions on a “1 to 10” scale with one (1) being the lowest and ten (10) being the highest:

- What is your overall satisfaction with the services provided by the Department of Economic Security? (What is your overall opinion of the program?)
- Considering all of the expectations you may have had about the services, to what extent have the services met your expectations?
- How well do you think the services you actually received compared against your ideal set of services?

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

Customer Satisfaction outcomes are reported at the State level. Satisfaction scores and comments received are reviewed at the State level. Comments on specific issues that warrant follow-up are reviewed on a case-by-case basis and communicated to local areas as appropriate. A summary of the customer satisfaction outreach data and the response rate can be found in the State Performance Tables section in this report, Table A-Workforce Investment Act Customer Satisfaction Results.

Review of the Eligible Training Provider List

The local area ETPL approvers continued to work with training providers on updating information, much of which was previously imported from a prior data system. Looking ahead to WIOA requirements, providers were also asked to delete any programs that were not being used by WIA participants. While the State strives to have a comprehensive and diverse list of training programs, local areas are focusing even more on matching demand and the needs of employers and job seekers. A temporary reduction in the number of programs on the list was not seen as a detriment; rather, it is a step toward streamlining and updating the list. Providers were also asked to provide performance data for subsequent eligibility, a requirement that had previously been waived. During this program year, providers and programs were not removed from the list due to lack of data or insufficient performance, but the process served to educate providers about the need to collect performance data.

Review of the Registered Apprenticeship Program

As in previous years, compliance reviews and technical assistance for all registered programs were a priority for the State Registered Apprenticeship Program Lead. During PY 2014, the entire cycle of compliance reviews was completed, and a new cycle will be initiated in the coming year. PY 2014 was the first year a strategic plan was used to guide activities, which proved successful in that the plan made it easy to measure progress. Goals achieved include the addition of twelve new programs, regular conference calls with local areas and their business services representatives, and consistent use of promotional materials. The plan will be updated for the next program year.

PERFORMANCE DATA

In setting performance goals for PY 2014 the State sought to establish levels that demonstrate continuous improvement and were realistic and attainable. The proposed levels of performance were justified using factors that included the economic conditions of the State, past performance, and comparison with the GPRA goals as identified by the U.S. DOL.

In developing performance goals for each of Arizona's LWIAs, the State analyzed each LWIA's demographics, industry profiles, labor force, and accessibility to human services such as child care and transportation, as well as past performance. Also examined were Arizona's current economic conditions, projections for the State's economy, and the U.S. DOL methodology and regression model. Each LWIA was provided with the U.S. DOL technical specifications and regression model, and the state-generated LWIA baselines as well as historical performance to conduct the negotiation process. Using this baseline information, and providing the State's approved negotiated performance goals, the State requested from each LWIA the proposed level of performance for each of the common measures. If the proposed level of performance deviated from the baseline generated by the U.S. DOL methodology for the State, the LWIA was required to provide the documentation used to justify the proposed goals, to include a review of economic conditions and past performance.

DES uses wages from Unemployment Insurance, the Wage Record Interchange System (WRIS), and the Federal Employment Data Exchange System (FEDES) to calculate the employment based performance measures for the WIA Quarterly (9090) and Annual (9091) reports. These wages are also applied to the Employment Service (9002), Vets 200, and TAA reports. Colleges continue to request and receive FEDES wages for federal reporting.

Performance goals for the State of Arizona are the Common Measures; the Adult and Dislocated Worker Employment and Credential and the Older Youth Credential Rates are also reported. In addition to the President's and Secretary of Labor's focus and high priority on the attainment of the credentials and with the implementation of WIOAs Credential Attainment Rate, Arizona continues to record the progress on the attainment of credentials. Arizona did not require specific performance on these measures, but we are tracking performance levels using PY 2012 levels for the goal for each LWIA.

The State performance goals for PY 2014 are:

- Failed if the percentage is less than 80 percent of the negotiated performance goal;
- Met if the percentage is at 80 to 100 percent of the negotiated performance goal; or
- Exceeded if the percentage is above 100 percent of the negotiated performance goal.

Table 12: Arizona Performance Goals for PY 2014	
Adult	
Entered Employment Rate	75.3%
Employment Retention Rate	84.5%
Average Earnings	\$13,200
Dislocated Worker	
Entered Employment Rate	83.8%
Employment Retention Rate	89.5%
Average Earnings	\$16,700
Youth (14 – 21)	
Placement in Employment/Education Rate	64.5%
Attainment of Degree/Certificate Rate	61.9%
Literacy/Numeracy Gains	51.5%

STATE PERFORMANCE TABLES

Table A – Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	# of Surveys Completed	# of Customers Eligible for the Survey	# of Customers included in the Sample	Response Rate	Satisfaction Score (max. 100)
Participants	1,017	5,543	1,533	66.3%	86.2
Employers	1,211	5,635	1,452	83.4%	65.5

Table B – Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rate	75.3%	76.3% <small>1,422</small>	101.3%
Employment Retention Rate	84.5%	85.3% <small>1,938</small>	100.9%
Average Earnings	\$13,200	\$13,562 <small>24,641,556</small>	102.7%
Employment and Credential Rate	N/A	66.8% <small>1,064</small>	N/A

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	75.5%	80.3%	60.0%	67.8%
	<small>728</small>	<small>110</small>	<small>30</small>	<small>175</small>
Employment Retention Rate	82.2%	86.6%	75.7%	83.5%
	<small>824</small>	<small>136</small>	<small>28</small>	<small>182</small>
Average Earnings Rate	\$11,513	\$16,071	\$12,549	\$12,515
	<small>\$8,888,344</small>	<small>\$1,944,532</small>	<small>\$313,727</small>	<small>\$2,064,929</small>
Employment and Credential Rate	61.9%	64.4%	45.2%	52.1%
	<small>432</small>	<small>74</small>	<small>14</small>	<small>86</small>
	<small>698</small>	<small>115</small>	<small>31</small>	<small>165</small>

Table D – Other Outcome Information for the Adult Program

Reported Information	Individuals Who Only Received Core Services	Individuals Who Received Core and Intensive Services	Individuals Who Received Training Services
Entered Employment Rate	81.0%	72.0%	78.9%
	<small>68</small>	<small>515</small>	<small>839</small>
Employment Retention Rate	89.7%	83.9%	85.7%
	<small>61</small>	<small>527</small>	<small>1,349</small>
Average Earnings Rate	\$11,584	\$10,888	\$14,665
	<small>\$695,051</small>	<small>\$5,248,023</small>	<small>\$18,698,482</small>
	<small>60</small>	<small>482</small>	<small>1,275</small>

Table E – Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level		% Goal Achieved
Entered Employment Rate	83.8%	85.2%	1,055	101.7%
Employment Retention Rate	89.5%	89.2%	1,058	99.7%
Average Earning	\$16,700	\$16,490	\$16,275,911	98.7%
Employment and Credential Rate	N/A	64.2%	486	N/A

Table F – Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	83.3%	95	73.7%	14	79.1%	231	63.9%	23
		114		19		292		36
Employment Retention Rate	85.2%	92	75.0%	9	85.3%	215	93.6%	29
		108		12		252		31
Average Earnings	\$19,637	\$1,747,659	\$18,635	\$149,079	\$17,459	\$3,369,495	\$11,221	\$291,737
		89		8		193		26
Employment and Credential Rate	71.0%	44	44.4%	4	61.0%	103	66.7%	14
		62		9		169		21

Table G – Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Only Received Core Services		Individuals Who Received Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	76.9%	20	84.2%	404	86.2%	631
		26		480		732
Employment Retention Rate	96.2%	25	89.1%	369	89.0%	664
		26		414		746
Average Earnings Rate	\$11,988	\$287,705	\$15,183	\$5,238,046	\$17,395	\$10,750,160
		24		345		618

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

Reported Information	Negotiated Performance Level	Actual Performance Level		% Goal Achieved
Placement in Employment or Education	64.5%	76.9%	803	119.3%
			1,044	
Attainment of Degree or Certificate	61.9%	65.9%	736	106.4%
			1,117	
Literacy and Numeracy Gains	51.5%	63.6%	262	123.8%
			412	

Table H.1.A – Outcomes for Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Placement in Employment or Education Rate	76.2%	474	100.0%	1	73.3%	63	76.9%	400
		622		1		86		520
Attainment of Degree or Certificate Rate	64.6%	415	100.0%	1	69.3%	61	60.4%	323
		642		1		88		535
Literacy and Numeracy Gains	58.6%	119	100.0%	1	54.0%	27	63.6%	262
		203		1		50		412

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

Reported Information	Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rate	N/A	79.0% 275	N/A
Employment Retention Rate	N/A	88.1% 356	N/A
Six Months Earnings Increase	N/A	\$4,776 \$1,814,883	N/A
Credential Rate	N/A	45.0% 209	N/A

Table I – Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	79.3%	157	0	0	68.2%	15	78.5%	237
		198		0		22		302
Employment Retention Rate	89.2%	189	0	0	85.0%	17	87.2%	307
		212		0		20		352
Six Months Earnings Increase	\$4,650	\$916,117	\$0	\$0	\$4,735	\$89,961	\$4,561	\$1,505,114
		197		0		19		330
Credential Rate	43.5%	110	0	0	40.7%	11	42.7%	170
		253		0		27		398

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

Reported Information	Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Skill Attainment Rate	N/A	79.3% 1,471 1,856	N/A
Youth Diploma or Equivalent Rate	N/A	72.4% 462 638	N/A
Retention Rate	N/A	73.4% 563 767	N/A

Table K – Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	78.8%	853	76.6%	160	69.3%	298
		1,083		209		430
Youth Diploma or Equivalent Rate	72.9%	285	82.3%	51	48.9%	68
		391		62		139
Retention Rate	73.5%	314	71.4%	40	67.4%	217
		427		56		322

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	76.2%	1,823	\$3,998	\$8,891,382	3.7%	53	\$5,612	\$7,374,120	67.6%	567
		2,393		2,224		1,422		1,314		839
Dislocated Workers	81.4%	1,049	\$98	\$16,673,302	1.8%	19	\$7,726	\$7,517,539	66.6%	420
		1,289		\$16,954,812		1,055		973		631
Older Youth	78.6%	326	\$4,653	\$1,800,536	2.2%	6	\$3,809	\$990,336		
		415		387		275		260		

Table M – Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	100,974	94,582
Total Adult Self-Service	92,837	90,758
WIA Adult	98,738	93,411
Actual WIA Adults Served	5,901	2,653
WIA Dislocated Worker	2,262	1,182
Total Youth (14-21)	3,289	1,276
Younger Youth (14-18)	2,239	849
Older Youth (19-21)	1,050	427
Out-of-School Youth	1,663	612
In-School Youth	1,626	664

Table N – Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		\$14,165,633
Local Dislocated Workers		\$13,736,475
Local Youth		\$12,629,987
Rapid Response (up to 25%) §134 (a) (2)(A)		\$1,061,137
Statewide Required Activities (up to 15%) §134(a)(2)(B)		\$1,106,819*
Statewide Allowable Activities §134(a)(3)	Program Activity Description	
	State Administration	\$1,663,741
	Demonstration Projects	\$0
Total of All Federal Spending Listed Above		\$44,363,792

**Statewide Required activities were funded by Title V Incentive and State Administration funds.*

LOCAL WORKFORCE INVESTMENT AREA PERFORMANCE TABLES

Table O – Local Performance

Coconino County	Total Participants Served	Adults	3,833
		Dislocated Workers	110
		Older Youth	9
		Younger Youth	40
ETA Assigned # <u>04065</u>	Total Exiters	Adults	3,675
		Dislocated Workers	43
		Older Youth	6
		Younger Youth	17

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved	
Common Measures					
Entered Employment Rates	Adults	75.6%	94.1%	124.5%	
	Dislocated Workers	84.0%	100.0%	119.0%	
Retention Rates	Adults	85.0%	94.7%	111.5%	
	Dislocated Workers	89.5%	92.3%	103.1%	
Average Earnings	Adults	\$13,500	\$13,112	97.1%	
	Dislocated Workers	\$16,700	\$23,112	138.4%	
Placement in Employment or Education	Youth (14-21)	64.5%	86.7%	134.4%	
Attainment of Degree or Certificate	Youth (14-21)	62.0%	100.0%	161.3%	
Literacy or Numeracy Gains	Youth (14-21)	51.5%	100.0%	194.2%	
Statutory Measures					
Entered Employment Rates	Older Youth	N/A	100.0%	N/A	
Retention Rates	Older Youth	N/A	80.0%	N/A	
	Younger Youth	N/A	64.7%	N/A	
Six Month Earnings Increase	Older Youth	N/A	\$4,158	N/A	
Skill Attainment Rate	Younger Youth	N/A	88.2%	N/A	
Credential/Diploma Rates	Adults	N/A	80.0%	N/A	
	Dislocated Workers	N/A	62.5%	N/A	
	Older Youth	N/A	80.0%	N/A	
	Younger Youth	N/A	92.9%	N/A	
Overall Status of Local Performance		Not Met	Met	Exceeded	
		0	1	8	

Table O – Local Performance

Gila/Pinal Counties	Total Participants Served	Adults	6,272
		Dislocated Workers	220
		Older Youth	93
		Younger Youth	132
ETA Assigned # <u>04010</u>	Total Exiters	Adults	5,935
		Dislocated Workers	102
		Older Youth	35
		Younger Youth	51

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	75.3%	70.9%	94.2%
	Dislocated Workers	83.8%	85.9%	102.5%
Retention Rates	Adults	84.5%	97.1%	115.0%
	Dislocated Workers	88.5%	94.4%	106.7%
Average Earnings	Adults	\$13,250	\$15,041	113.5%
	Dislocated Workers	\$16,500	\$16,445	99.7%
Placement in Employment or Education	Youth (14-21)	63.0%	75.0%	119.0%
Attainment of Degree or Certificate	Youth (14-21)	61.9%	59.2%	95.7%
Literacy or Numeracy Gains	Youth (14-21)	51.5%	58.8%	114.2%
Statutory Measures				
Entered Employment Rates	Older Youth	N/A	73.9%	N/A
Retention Rates	Older Youth	N/A	80.0%	N/A
	Younger Youth	N/A	64.7%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$6,280	N/A
Skill Attainment Rate	Younger Youth	N/A	63.6%	N/A
Credential/Diploma Rates	Adults	N/A	40.0%	N/A
	Dislocated Workers	N/A	38.9%	N/A
	Older Youth	N/A	24.2%	N/A
	Younger Youth	N/A	81.0%	N/A
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	3	6

Table O – Local Performance

Maricopa County	Total Participants Served	Adults	21,309
		Dislocated Workers	401
		Older Youth	65
		Younger Youth	180
ETA Assigned # <u>04035</u>	Total Exiters	Adults	20,109
		Dislocated Workers	198
		Older Youth	31
		Younger Youth	94

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	75.0%	79.0%	105.3%
	Dislocated Workers	83.3%	86.4%	103.8%
Retention Rates	Adults	84.2%	85.4%	101.5%
	Dislocated Workers	87.7%	89.0%	101.5%
Average Earnings	Adults	\$13,250	\$14,329	108.1%
	Dislocated Workers	\$16,500	\$18,855	114.3%
Placement in Employment or Education	Youth (14-21)	64.5%	70.1%	108.7%
Attainment of Degree or Certificate	Youth (14-21)	61.9%	59.3%	95.8%
Literacy or Numeracy Gains	Youth (14-21)	51.5%	60.5%	117.5%
Statutory Measures				
Entered Employment Rates	Older Youth	N/A	85.2%	N/A
Retention Rates	Older Youth	N/A	87.9%	N/A
	Younger Youth	N/A	74.5%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$4,500	N/A
Skill Attainment Rate	Younger Youth	N/A	68.0%	N/A
Credential/Diploma Rates	Adults	N/A	78.8%	N/A
	Dislocated Workers	N/A	78.2%	N/A
	Older Youth	N/A	67.5%	N/A
	Younger Youth	N/A	63.8%	N/A
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	1	8

Table O – Local Performance

Mohave/La Paz County	Total Participants Served	Adults	4,926
		Dislocated Workers	87
		Older Youth	27
		Younger Youth	124
ETA Assigned # <u>04070</u>	Total Exiters	Adults	4,762
		Dislocated Workers	42
		Older Youth	7
		Younger Youth	29

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	74.5%	80.9%	108.5%
	Dislocated Workers	83.8%	84.2%	100.5%
Retention Rates	Adults	84.5%	88.4%	104.6%
	Dislocated Workers	89.5%	92.3%	103.1%
Average Earnings	Adults	\$11,880	\$15,354	129.2%
	Dislocated Workers	\$14,600	\$21,020	144.0%
Placement in Employment or Education	Youth (14-21)	71.0%	81.5%	114.8%
Attainment of Degree or Certificate	Youth (14-21)	64.7%	61.5%	95.1%
Literacy or Numeracy Gains	Youth (14-21)	51.5%	50.0%	97.1%
Statutory Measures				
Entered Employment Rates	Older Youth	N/A	62.5%	N/A
Retention Rates	Older Youth	N/A	100.0%	N/A
	Younger Youth	N/A	69.7%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$6,820	N/A
Skill Attainment Rate	Younger Youth	N/A	89.8%	N/A
Credential/Diploma Rates	Adults	N/A	64.7%	N/A
	Dislocated Workers	N/A	65.4%	N/A
	Older Youth	N/A	33.3%	N/A
	Younger Youth	N/A	64.0%	N/A
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	2	7

Table O – Local Performance

Navajo/Apache Counties	Total Participants Served	Adults	4,496
		Dislocated Workers	40
		Older Youth	13
		Younger Youth	57
ETA Assigned # <u>04095</u>	Total Exiters	Adults	4,254
		Dislocated Workers	18
		Older Youth	6
		Younger Youth	5

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	75.6%	92.9%	122.8%
	Dislocated Workers	84.0%	91.7%	109.1%
Retention Rates	Adults	84.7%	88.9%	104.9%
	Dislocated Workers	87.6%	100.0%	114.2%
Average Earnings	Adults	\$12,400	\$15,835	127.7%
	Dislocated Workers	\$16,700	\$17,176	102.9%
Placement in Employment or Education	Youth (14-21)	65.0%	100.0%	153.8%
Attainment of Degree or Certificate	Youth (14-21)	62.0%	75.0%	121.0%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	100.0%	232.6%
Statutory Measures				
Entered Employment Rates	Older Youth	N/A	100.0%	N/A
Retention Rates	Older Youth	N/A	100.0%	N/A
	Younger Youth	N/A	100.0%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$8,106	N/A
Skill Attainment Rate	Younger Youth	N/A	96.7%	N/A
Credential/Diploma Rates	Adults	N/A	79.0%	N/A
	Dislocated Workers	N/A	88.9%	N/A
	Older Youth	N/A	25.0%	N/A
	Younger Youth	N/A	100.0%	N/A
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	0	9

Table O – Local Performance

Nineteen Tribal Nations	Total Participants Served	Adults	281
		Dislocated Workers	18
		Older Youth	55
		Younger Youth	219
ETA Assigned # <u>04090</u>	Total Exiters	Adults	121
		Dislocated Workers	5
		Older Youth	35
		Younger Youth	73

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	73.0%	72.3%	99.1%
	Dislocated Workers	75.0%	100.0%	133.3%
Retention Rates	Adults	84.5%	75.2%	89.0%
	Dislocated Workers	85.0%	100.0%	117.6%
Average Earnings	Adults	\$11,100	\$11,227	101.1%
	Dislocated Workers	\$13,360	\$12,030	90.0%
Placement in Employment or Education	Youth (14-21)	64.0%	62.9%	98.3%
Attainment of Degree or Certificate	Youth (14-21)	61.9%	61.8%	102.1%
Literacy or Numeracy Gains	Youth (14-21)	46.0%	36.8%	85.7%
Statutory Measures				
Entered Employment Rates	Older Youth	N/A	82.1%	N/A
Retention Rates	Older Youth	N/A	75.0%	N/A
	Younger Youth	N/A	68.5%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$5,544	N/A
Skill Attainment Rate	Younger Youth	N/A	82.0%	N/A
Credential/Diploma Rates	Adults	N/A	38.3%	N/A
	Dislocated Workers	N/A	100.0%	N/A
	Older Youth	N/A	38.7%	N/A
	Younger Youth	N/A	76.3%	N/A
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	5	4

Table O – Local Performance

Phoenix, City of	Total Participants Served	Adults	23,216
		Dislocated Workers	438
		Older Youth	381
		Younger Youth	570
ETA Assigned # <u>04025</u>	Total Exiters	Adults	22,913
		Dislocated Workers	297
		Older Youth	132
		Younger Youth	203

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	74.3%	76.4%	102.3%
	Dislocated Workers	83.8%	82.5%	98.5%
Retention Rates	Adults	84.5%	84.6%	100.2%
	Dislocated Workers	89.5%	87.3%	97.6%
Average Earnings	Adults	\$13,500	\$14,120	104.6%
	Dislocated Workers	\$17,000	\$18,543	109.1%
Placement in Employment or Education	Youth (14-21)	65.0%	81.5%	125.4%
Attainment of Degree or Certificate	Youth (14-21)	61.9%	66.9%	108.1%
Literacy or Numeracy Gains	Youth (14-21)	52.0%	70.5%	135.5%
Statutory Measures				
Entered Employment Rates	Older Youth	N/A	83.5%	N/A
Retention Rates	Older Youth	N/A	85.3%	N/A
	Younger Youth	N/A	70.3%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$3,075	N/A
Skill Attainment Rate	Younger Youth	N/A	76.8%	N/A
Credential/Diploma Rates	Adults	N/A	64.9%	N/A
	Dislocated Workers	N/A	61.5%	N/A
	Older Youth	N/A	53.3%	N/A
	Younger Youth	N/A	61.1%	N/A
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	2	7

Table O – Local Performance

Pima County	Total Participants Served	Adults	15,949
		Dislocated Workers	804
		Older Youth	249
		Younger Youth	557
ETA Assigned # <u>04030</u>	Total Exiters	Adults	13,527
		Dislocated Workers	403
		Older Youth	114
		Younger Youth	261

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	74.6%	70.3%	94.2%
	Dislocated Workers	82.1%	84.9%	103.4%
Retention Rates	Adults	82.0%	84.5%	103.0%
	Dislocated Workers	86.1%	88.0%	102.1%
Average Earnings	Adults	\$12,766	\$12,498	97.9%
	Dislocated Workers	\$15,000	\$14,006	93.4%
Placement in Employment or Education	Youth (14-21)	64.5%	75.2%	116.7%
Attainment of Degree or Certificate	Youth (14-21)	62.0%	67.5%	108.9%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	54.1%	125.8%
Statutory Measures				
Entered Employment Rates	Older Youth	N/A	73.4%	N/A
Retention Rates	Older Youth	N/A	90.4%	N/A
	Younger Youth	N/A	70.2%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$5,603	N/A
Skill Attainment Rate	Younger Youth	N/A	73.4%	N/A
Credential/Diploma Rates	Adults	N/A	56.4%	N/A
	Dislocated Workers	N/A	57.0%	N/A
	Older Youth	N/A	39.6%	N/A
	Younger Youth	N/A	76.7%	N/A
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	3	6

Table O – Local Performance

Santa Cruz County	Total Participants Served	Adults	1,220
		Dislocated Workers	2
		Older Youth	1
		Younger Youth	23
ETA Assigned # <u>04040</u>	Total Exiters	Adults	1,113
		Dislocated Workers	1
		Older Youth	1
		Younger Youth	8

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	71.0%	81.8%	115.2%
	Dislocated Workers	74.7%	100.0%	118.3%
Retention Rates	Adults	84.5%	95.0%	112.4%
	Dislocated Workers	88.5%	75.0%	84.7%
Average Earnings	Adults	\$13,200	\$11,081	83.9%
	Dislocated Workers	\$14,550	\$11,711	80.5%
Placement in Employment or Education	Youth (14-21)	63.0%	60.0%	95.2%
Attainment of Degree or Certificate	Youth (14-21)	61.0%	40.0%	65.6%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	0.0%	0.0%
Statutory Measures				
Entered Employment Rates	Older Youth	N/A	100.0%	N/A
Retention Rates	Older Youth	N/A	100.0%	N/A
	Younger Youth	N/A	81.8%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$9,231	N/A
Skill Attainment Rate	Younger Youth	N/A	100.0%	N/A
Credential/Diploma Rates	Adults	N/A	92.9%	N/A
	Dislocated Workers	N/A	66.7%	N/A
	Older Youth	N/A	100.0%	N/A
	Younger Youth	N/A	100.0%	N/A
Overall Status of Local Performance		Not Met	Met	Exceeded
		2	4	3

Table O – Local Performance

Southeastern Arizona Workforce Connection	Total Participants Served	Adults	4,577
		Dislocated Workers	29
		Older Youth	42
		Younger Youth	169
ETA Assigned # <u>04005</u>	Total Exiters	Adults	4,359
		Dislocated Workers	8
		Older Youth	15
		Younger Youth	35

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	74.6%	71.1%	95.2%
	Dislocated Workers	83.0%	80.0%	96.4%
Retention Rates	Adults	84.5%	88.7%	105.0%
	Dislocated Workers	87.5%	95.0%	108.6%
Average Earnings	Adults	\$13,200	\$13,766	104.3%
	Dislocated Workers	\$16,400	\$16,388	99.9%
Placement in Employment or Education	Youth (14-21)	64.5%	82.9%	128.6%
Attainment of Degree or Certificate	Youth (14-21)	61.9%	74.2%	122.6%
Literacy or Numeracy Gains	Youth (14-21)	51.5%	100.0%	232.6%
Statutory Measures				
Entered Employment Rates	Older Youth	N/A	88.9%	N/A
Retention Rates	Older Youth	N/A	100.0%	N/A
	Younger Youth	N/A	81.3%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$12,246	N/A
Skill Attainment Rate	Younger Youth	N/A	99.1%	N/A
Credential/Diploma Rates	Adults	N/A	71.1%	N/A
	Dislocated Workers	N/A	88.2%	N/A
	Older Youth	N/A	52.6%	N/A
	Younger Youth	N/A	81.0%	N/A
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	3	6

Table O – Local Performance

Yavapai County	Total Participants Served	Adults	4,367
		Dislocated Workers	43
		Older Youth	16
		Younger Youth	64
ETA Assigned # <u>04080</u>	Total Exiters	Adults	4,383
		Dislocated Workers	27
		Older Youth	9
		Younger Youth	16

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	75.3%	96.9%	128.7%
	Dislocated Workers	85.5%	96.2%	112.5%
Retention Rates	Adults	85.0%	95.8%	112.7%
	Dislocated Workers	88.5%	97.4%	110.0%
Average Earnings	Adults	\$13,100	\$14,888	113.7%
	Dislocated Workers	\$13,250	\$11,723	88.5%
Placement in Employment or Education	Youth (14-21)	64.0%	89.7%	140.1%
Attainment of Degree or Certificate	Youth (14-21)	61.5%	70.4%	116.3%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	22.2%	51.7%
Statutory Measures				
Entered Employment Rates	Older Youth	N/A	100.0%	N/A
Retention Rates	Older Youth	N/A	100.0%	N/A
	Younger Youth	N/A	95.5%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$4,931	N/A
Skill Attainment Rate	Younger Youth	N/A	89.3%	N/A
Credential/Diploma Rates	Adults	N/A	73.2%	N/A
	Dislocated Workers	N/A	63.6%	N/A
	Older Youth	N/A	54.6%	N/A
	Younger Youth	N/A	58.3%	N/A
Overall Status of Local Performance		Not Met	Met	Exceeded
		1	1	7

Table O – Local Performance

Yuma County	Total Participants Served	Adults	8,292
		Dislocated Workers	70
		Older Youth	99
		Younger Youth	104
ETA Assigned # <u>04045</u>	Total Exiters	Adults	8,260
		Dislocated Workers	38
		Older Youth	36
		Younger Youth	57

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved	
Common Measures					
Entered Employment Rates	Adults	76.0%	82.8%	109.0%	
	Dislocated Workers	83.3%	83.9%	100.7%	
Retention Rates	Adults	84.6%	84.6%	100.0%	
	Dislocated Workers	88.3%	97.2%	110.1%	
Average Earnings	Adults	\$10,750	\$10,615	98.7%	
	Dislocated Workers	\$13,200	\$12,210	92.5%	
Placement in Employment or Education	Youth (14-21)	64.6%	81.6%	126.3%	
Attainment of Degree or Certificate	Youth (14-21)	62.0%	62.2%	102.8%	
Literacy or Numeracy Gains	Youth (14-21)	52.0%	65.5%	152.4%	
Statutory Measures					
Entered Employment Rates	Older Youth	N/A	71.4%	N/A	
Retention Rates	Older Youth	N/A	84.0%	N/A	
	Younger Youth	N/A	84.4%	N/A	
Six Month Earnings Increase	Older Youth	N/A	\$3,596	N/A	
Skill Attainment Rate	Younger Youth	N/A	84.5%	N/A	
Credential/Diploma Rates	Adults	N/A	71.7%	N/A	
	Dislocated Workers	N/A	81.8%	N/A	
	Older Youth	N/A	24.2%	N/A	
	Younger Youth	N/A	76.7%	N/A	
Overall Status of Local Performance		Not Met	Met	Exceeded	
		0	3	6	

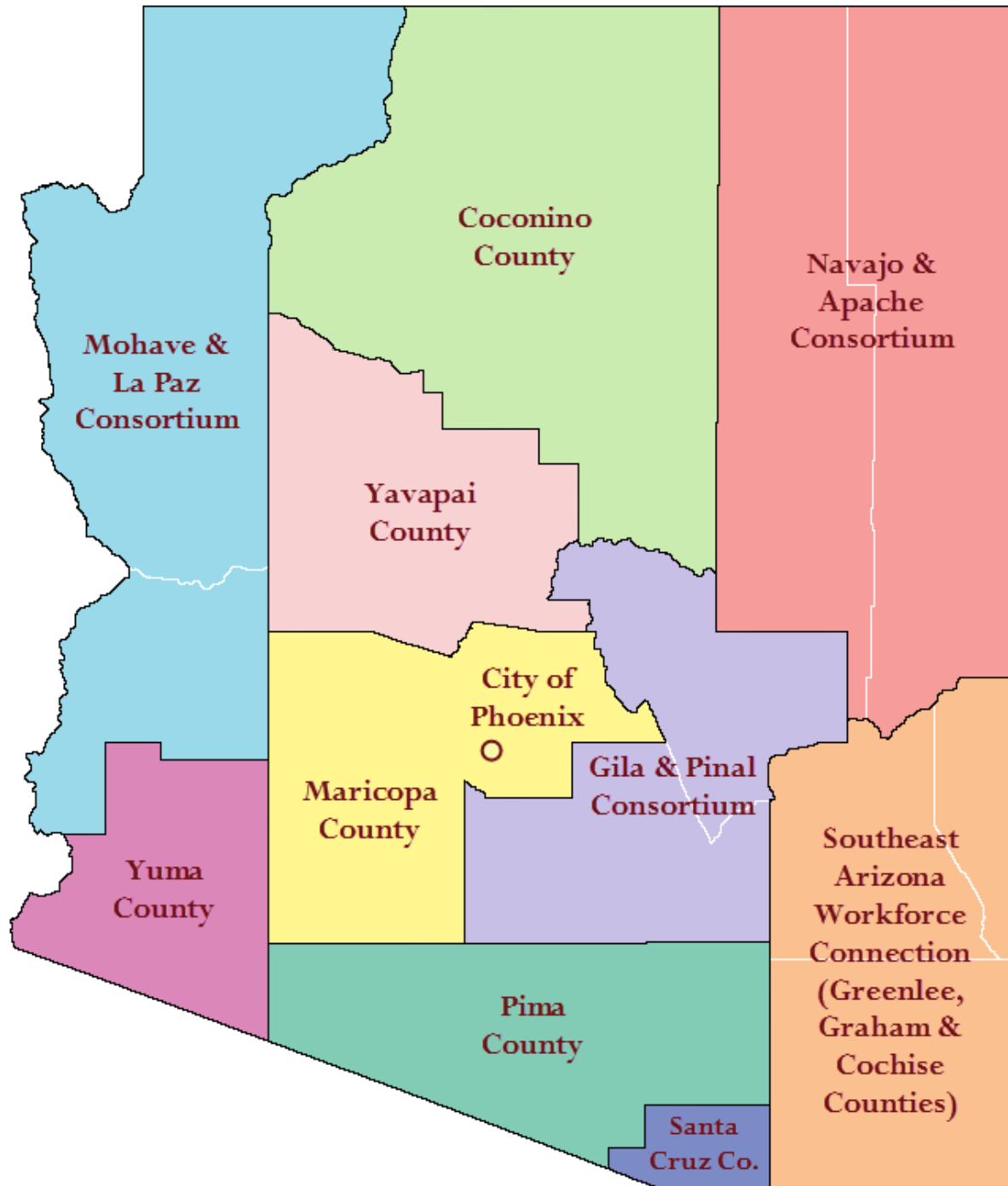
Table P – Veteran Priority of Service

	Total	Percent Served
Covered Entrants Who Reached the End of the Entry Period	7,848	N/A
Covered Entrants Who Received a Service During Entry Period	7,848	100.0%
Covered Entrants Who Received a Staff-Assisted Service During Entry Period	387	4.9%

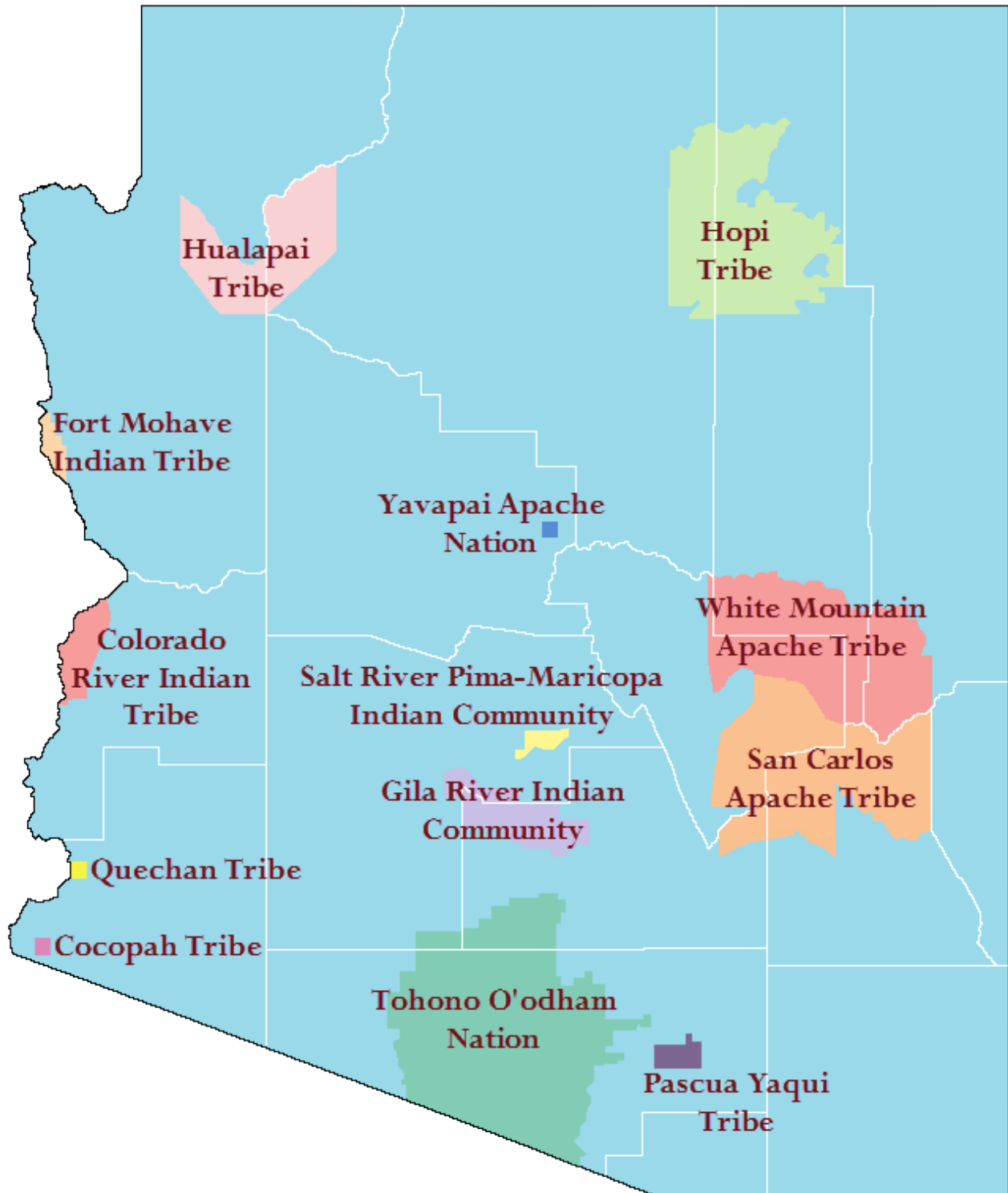
Table Q – Veterans’ Outcomes by Special Populations

Reported Information	Post 9/11 Era Veterans		Post 9/11 Era Veterans who Received at least Intensive Services		TAP Workshop	
Entered Employment Rate	86.8%	59	85.7%	54	62.5%	5
		68		63		8
Employment Retention Rate	88.8%	71	88.3%	68	75.0%	3
		80		77		4
Average Earnings	\$15,488	\$991,231	\$15,493	\$960,567	\$15,592	\$46,776
		64		62		3

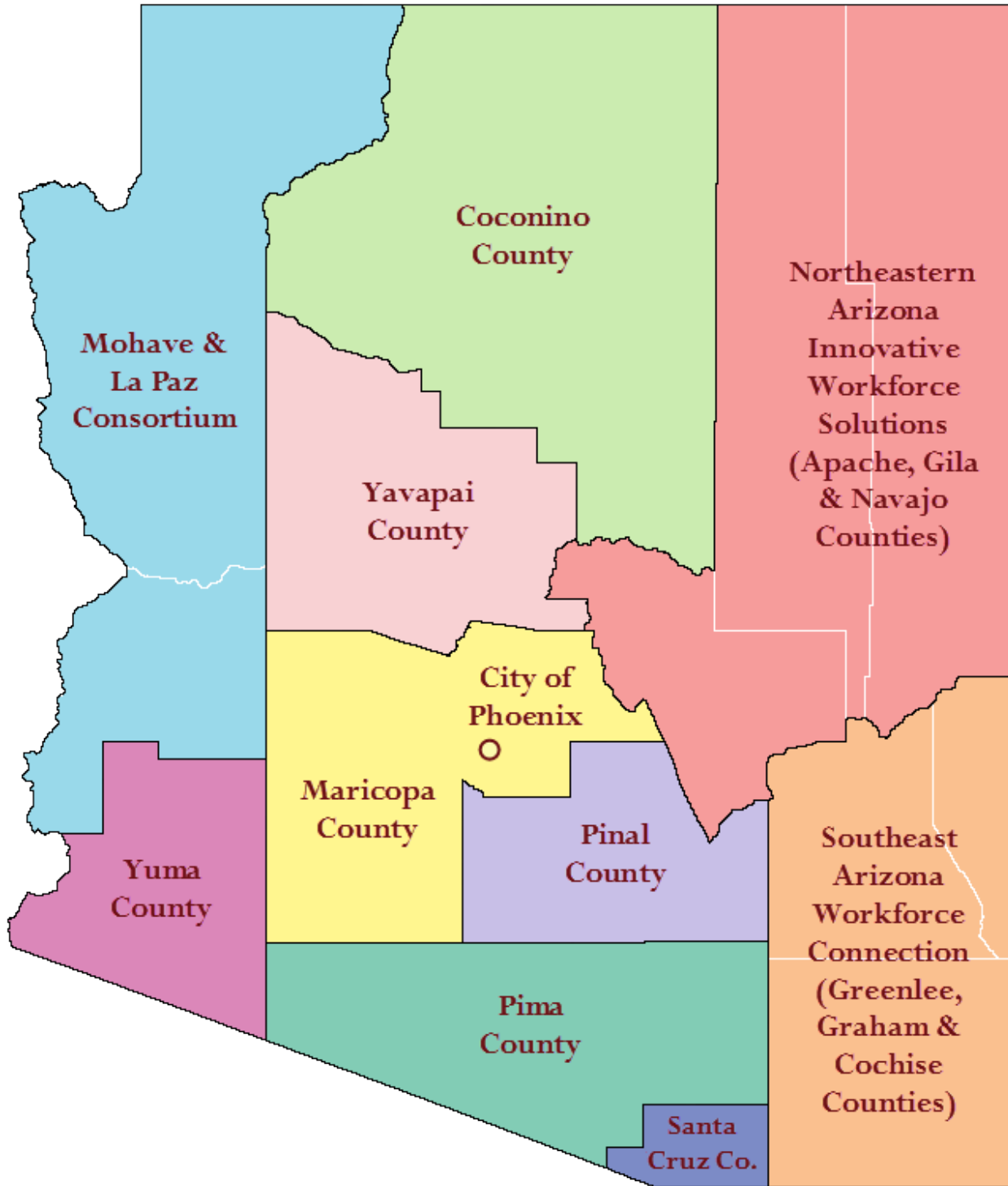
PY 2014 LOCAL WORKFORCE INVESTMENT AREAS



LOCAL WORKFORCE INVESTMENT AREA NINETEEN TRIBAL NATIONS



PY 2015 LOCAL WORKFORCE DEVELOPMENT AREAS



LOCAL WORKFORCE DEVELOPMENT AREAS CONTACT INFORMATION

Southeastern Arizona Workforce Connection

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

Coconino County

Carol Curtis, Director
110 East Cherry Avenue
Flagstaff, Arizona 86001
Phone: (928) 679-7400

Pinal County

Adeline Allen, Director of Housing
970 North Eleven Mile Corner Road
Casa Grande, Arizona 85194
Phone: (520) 866-7200

Maricopa County

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

Mohave/La Paz Consortium

Susie Parel-Duranceau, Director
P.O. Box 7000
Kingman, Arizona 86402
Phone: (928) 753-0723 ext. 4780

Northeastern Arizona Innovative Workforce Solutions

Susan Tegmeyer, Director
P.O. Box 668
Holbrook, Arizona 86025
Phone: (928) 524-4167

Nineteen Tribal Nations

Ron Trusley, Executive Director
4206 South 62nd Lane
Phoenix, Arizona 85043
Phone: (602) 272-2398

Phoenix, City of

Cynthia Spell Tweh, Deputy Director
200 West Washington Street, 19th Floor
Phoenix, Arizona 85003
Phone: (602) 261-8622

Pima County

Charles Casey, Director
2797 East Ajo Way
Tucson, Arizona 85713
Phone: (520) 243-6777

Santa Cruz County

Mauricio Chavez, 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 86301
Phone: (928) 778-1422

Yuma County

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

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.