



DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

Janice K. Brewer  
Governor

Clarence H. Carter  
Director

NOV 14 2014

Ms. Virginia Hamilton  
Regional Administrator  
Employment and Training Administration  
U.S. Department of Labor  
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San Francisco, California 94103-1516

Dear Ms. Hamilton:

On behalf of Arizona Governor Janice K. Brewer and in compliance with Section 136(d) of the Workforce Investment Act, the Arizona Department of Economic Security, the Workforce Arizona Council, and the Arizona Commerce Authority proudly submit the State of Arizona Program Year 2013 Workforce Investment Act Title 1B Annual Report narrative.

Program Year 2013 has proven to be a successful year for Arizona's workforce system. The State met all of the negotiated levels of performance while exceeding three 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 Investment Areas which provide the direct services to Arizona's WIA Title 1B participants.

If you have any questions, please contact Mr. Joel Millman, Interim Employment Administrator at (602) 542-3667 or by e-mail at [joelmillman@azdes.gov](mailto:joelmillman@azdes.gov).

Sincerely,

Clarence H. Carter  
Director  
Arizona Department of Economic Security

Mark Dobbins  
Chairman  
Workforce Arizona Council

Enclosures

STATE OF ARIZONA

**Building a  
Strong  
Workforce  
System**

WIA Title IB Annual Report  
Program Year 2013

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# ABBREVIATIONS

AAAC	Arizona Apprenticeship Advisory Council
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
CDBG	Community Development Block Grant
CEDD	Community and Economic Development Department
COYOTE	COalition YOUTH TEam
CPT	Certified Production Technician
CTE	Career and Technical Education
CTSaz	Customized Training Solution of Arizona
CY	Calendar Year
DES	Arizona Department of Economic Security
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
GPREP	Greater Prescott Regional Economic Partnership
GYEDC	Greater Yuma Economic Development Corporation
IDP	Individual Development Plan
ISD	Integrated Service Delivery
ISS	Individual Service Strategies
JCRF	Juvenile Crime Reduction Fund
JTED	Joint Technological Education District
KAMMA	Kingman and Mohave Manufacturing Association
LEAP	Labor Expanded Apprenticeship Partnership
LVER	Local Veteran Employment Representatives

LWIA	Local Workforce Investment Area
LWIB	Local Workforce Investment Board
MLK	Martin Luther King
MOU	Memorandum of Understanding
MSA	Metropolitan Statistical Area
NACOG	Northern Arizona Council of Governments
NADO	National Association of Development Organizations
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
RBEG	Rural Business Enterprise Grant
REPAC	Re-Employment Prelayoff Assistance Center
SAMP	Southern Arizona Manufacturing Partners
SEAMS	Southeastern Arizona Mining Sector
STARS	Skills Training for At Risk Students
STEM	Science Technology Engineering Math
STS	Systems Technology Staffing
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
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

Created as Arizona's workforce brand,<sup>1</sup> the Arizona Workforce Connection (AWC) comprises 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), comprehensive One-Stop Centers, satellite offices, affiliate sites and an array of workforce partners. The Governor has designated DES as the Workforce Investment Act (WIA) Title I Fiscal and Administrative Entity. In Program Year (PY) 2013, there were 12 designated LWIAs in Arizona. One of the LWIAs consists of 13 Tribal Area 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. A WAC member chairs the Arizona Apprenticeship Advisory Committee (AAAC), a subcommittee of the WAC, ensuring that Registered Apprenticeship Program strategies are aligned with the Governor's vision and WAC direction for workforce development.

## Local Workforce Investment Area Business Plan Adoption

Following the adoption and approval of Arizona's Integrated Workforce Plan 2012-2017 (the Arizona State Plan), guidance was provided to each of the LWIAs for the development of their local area business plans. Members of the WAC, along with partners from ACA, ADE, DES and the Arizona Department of Administration (ADOA), served on an interagency team to evaluate each of the LWIA Business Plans. The team worked hand in hand with the LWIAs to ensure alignment with the Arizona State Plan as well as adherence to the administrative policies that were adopted by the WAC. The LWIAs submitted their final plans in May of 2014, and a report on the development and approval process was submitted to the WAC at its June 2014 council meeting.

## Sector Partnerships

As outlined in the Arizona State Plan, the LWIAs created sector strategies for their areas, identifying industries most critical to their economic growth.<sup>2</sup> The sector strategies were included in the LWIA business plans; however, analysis and reassessment of these strategies will be an ongoing endeavor. At the state level, the ACA continues 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. One of the many 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:

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<sup>1</sup> State of Arizona Integrated Workforce Plan, p. 50,  
[https://www.azdes.gov/InternetFiles/Reports/pdf/wia\\_title\\_ib\\_annual\\_report\\_program\\_2012.pdf](https://www.azdes.gov/InternetFiles/Reports/pdf/wia_title_ib_annual_report_program_2012.pdf).

<sup>2</sup> State of Arizona Integrated Workforce Plan, p. 29, *loc. cit.*

## HOW ACA SUPPORTS SECTOR PARTNERSHIPS

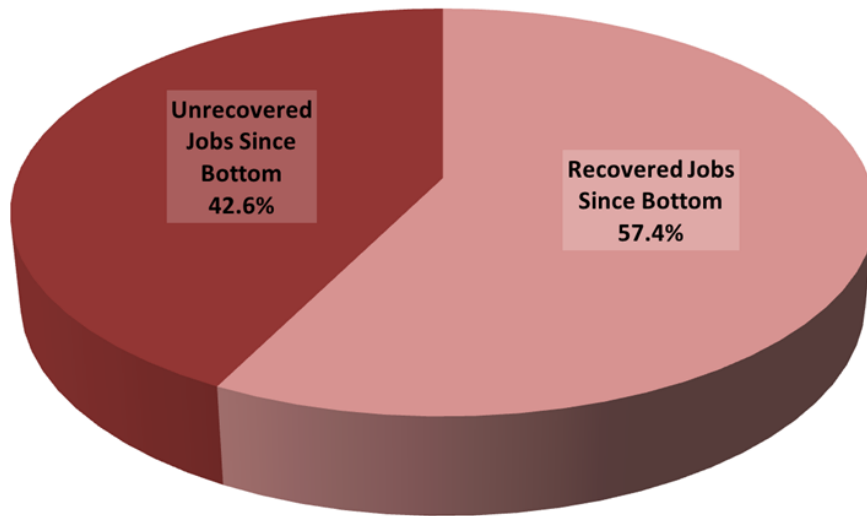
COACHING	CONNECTING	CO-INVESTING	COMMUNICATING
<p>Technical assistance in launching sector partnerships</p> <p>Peer-to-peer networking</p> <p>Annual sector academies</p>	<p>Brokering partnerships across regions and with state agencies to advance sector priorities</p> <p>Brokering partnerships with federal 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>

## ARIZONA ECONOMIC ENVIRONMENT

The ADOA, Office of Employment and Populations Statistics (EPS) produce demographic, labor force and economic information for Arizona and submitted the following summary of economic highlights for PY 2013.

Arizona's overall economic environment has continued to improve gradually since the end of the recession in June 2009. Arizona experienced one of the deepest and longest recessions of any state. The recession period has been followed by a slow and gradual recovery. As of June 2014, Arizona has recovered 57.4 percent of Nonfarm jobs lost, as measured from peak employment level (October 2007) to trough employment level (September 2010). In contrast, the United States (U.S.) has recovered 104.8 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.

### Arizona Total Nonfarm Employment Replacement Rate Seasonally Adjusted



Source: Produced by the Arizona Office of Employment and Population Statistics in cooperation with the U.S. Dept. Of Labor, Bureau of Labor Statistics

Indicators that contributed to this gradual economic recovery are:

- Gross domestic product, real personal income at the state and national levels, employment, and retail sales showing continued improvement;<sup>3</sup>
- Continued employment gains in the private sector, increasing private domestic investment, gradual increase in the index of industrial production and rate of capacity utilization, high levels of corporate profit, and a gradual resurgence in private residential construction permits;<sup>4</sup>
- Continued gradual climb in household net worth resulting from paying down of debts and accumulation of assets either through cash savings or through their homes;
- U.S. exports are also increasing;<sup>5</sup>
- Residential real estate markets in the Phoenix metropolitan area and Arizona overall are showing an improvement as measured by various indicators. Home prices in

<sup>3</sup> See FRED graphs and data for the variables: real gross domestic product, 1 decimal (GDPC1); real personal income (RPI); real disposable personal income (DSPIC96); total personal income in Arizona (AZOTOT); per capital personal income in Arizona (AZPCPI); and real retail and food services sales (RRSFS) at the website <http://research.stlouisfed.org/fred2/>.

<sup>4</sup> See FRED graphs and data for the variables: real gross private domestic investment, 3 decimal (GPDIC96); industrial production index (INDPRO); capacity utilization (TCU); capacity utilization – manufacturing (MCUMFN); corporate profits after tax (CP); new private housing units authorized by building permits in structures with 1 unit (PERMIT1); privately owned housing starts authorized by building permits, 1-unit structures for Arizona (AZBP1FH); and new private housing units authorized by building permit for Arizona (AZBPPRIV) at the website <http://research.stlouisfed.org/fred2/>.

<sup>5</sup> See FRED graphs and data for the variables: total net worth-balance sheet of households and nonprofit organizations (TNWBSHNO); total assets-balance sheet of households and nonprofit organizations (TABSHNO); owners' equity in household real estate-net worth-balance sheet of households and nonprofit organizations (OEHRENWBSHNO); total liabilities-balance sheet of households and nonprofit organizations (TLBSHNO); home mortgages-liabilities-balance sheet of households and nonprofit organizations (HMLBSHNO); debt outstanding domestic nonfinancial sectors-household, consumer credit sector (HCCSDODNS); debt outstanding domestic nonfinancial sectors-household, home mortgage sector (HHMSDODNS); household debt service payments as a percent of disposable personal income (TDSP); and real exports of goods & services, 1 decimal (EXPGSC1) at the website <http://research.stlouisfed.org/fred2/>.



Arizona are improving but are still way off peak.<sup>6</sup> In private residential real estate, a majority of the growth recently has been in the construction of multi-family structures, or apartments. Construction and sales of single family private residences, though gradually increasing, are well below their most recent peaks of the housing bubble;<sup>7</sup>

- Commercial real estate is gradually improving with lower vacancy rates, higher rental rates and lower rates of default and delinquency in mortgage loans.<sup>8</sup> Industrial real estate sectors are also improving with increasing levels of construction activity across the nation for the building of warehouses and distribution centers to support online commerce; and<sup>9</sup>
- Revolving consumer credit levels have remained flat. However, an expansion of non-revolving consumer credit since 2011 has served as an impetus to expanding economic activity. Consumer sentiment and consumer spending have shown signs of improvement, but the rate of growth has been slowing down.<sup>10</sup>

Some factors that could further dampen the growth of the local economy are given below. However, the positive factors listed above outweigh the uncertainties in the sections described below.

- Constrained budgets persist for a large majority of households. Despite some job growth and lowering of the unemployment rate, many consumers in Arizona continue to face employment insecurity, lower wages and benefits, debt, and rising prices for essentials that limit the amount of funds available for discretionary spending;<sup>11</sup>

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<sup>6</sup>See FRED graphs and data for the variables: all-transactions house price index for the United States (USSTHPI); all-transactions house price index for Arizona (AZSTHPI); home price index for Phoenix, Arizona (PHXRNSA); new private housing units authorized by building permit for Phoenix-Mesa-Scottsdale, AZ (MSA) (PHOE004BP1FHS); privately owned housing starts authorized by building permits: 1-unit structures for Phoenix-Mesa-Scottsdale, AZ (MSA) (PHOE004BP1FHS); privately owned housing starts, authorized by building permits, 1-unit structures for Tucson, AZ, MSA, (TUCS004BP1FHS); new private housing units authorized by building permits for Tucson, AZ, MSA, (TUCS004BP1FHS); privately owned housing starts authorized by building permits, 1-unit structures for Arizona (AZBP1FH); and new private housing units authorized by building permit for Arizona (AZBPPRIV); total private construction spending: residential (PRRECONS); private residential fixed investment (PRFI); and real private residential fixed investment, 3 decimal (PRFIC96) at the website <http://research.stlouisfed.org/fred2/>.

<sup>7</sup> See (a) FRED graphs and data for the variable: new private housing units authorized by building permits for Arizona (AZBPPRIV); privately owned housing starts authorized by building permits: 1-unit structures for Arizona (AZBP1FH); housing starts: total: new privately owned housing units started (HOUST); privately owned housing starts: 1-unit structures (HOUST1F); new privately-owned housing units authorized by building permits: total (PERMITNSA); and new private housing units authorized by building permits - in structures with 1 unit (PERMIT1) at the website <http://research.stlouisfed.org/fred2/>.

(b) Wells Fargo Economics Group. Special Commentary. Housing Data Wrap-Up: February 2014. Mark Vitner. Anika R. Kahn. February 28, 2014. At the website [www.wellsfargo.com/com/research/economics](http://www.wellsfargo.com/com/research/economics).

(c) Wells Fargo Economics Group. Special Commentary. Housing Chartbook: March 2014. Mark Vitner. Anika R. Kahn. April 9, 2014. At the website: [www.wellsfargo.com/com/research/economics](http://www.wellsfargo.com/com/research/economics).

(d) IHS Global Insight U.S. Forecast for April 2014. At the website: [www.ihsglobal.com/products/global-insight/index.aspx](http://www.ihsglobal.com/products/global-insight/index.aspx).

<sup>8</sup> See (a) Wells Fargo Economics Group. Special Commentary. Commercial Real Estate Chartbook: Q4. Mark Vitner. Anika R. Kahn. March 13, 2014. At the website [www.wellsfargo.com/com/research/economics](http://www.wellsfargo.com/com/research/economics).

(b) IHS Global Insight U.S. Forecast for April 2014. At the website [www.ihsglobal.com/products/global-insight/index.aspx](http://www.ihsglobal.com/products/global-insight/index.aspx).

<sup>9</sup> See (a) Wells Fargo Economics Group. Special Commentary. Industrial Fundamentals Move Ahead. Anika R. Kahn. March 28, 2014. At the website: [www.wellsfargo.com/com/research/economics](http://www.wellsfargo.com/com/research/economics).

(b) IHS Global Insight U.S. Forecast for April 2014. At the website [www.ihsglobal.com/products/global-insight/index.aspx](http://www.ihsglobal.com/products/global-insight/index.aspx).

<sup>10</sup> See FRED graphs and data for the variables: total revolving credit owned and securitized, outstanding (REVOLSL); total nonrevolving credit owned and securitized, outstanding (NONREVSL); University of Michigan: consumer sentiment (UMCSENT); and real personal consumption expenditures (PCEC96) at the website <http://research.stlouisfed.org/fred2/>.

<sup>11</sup> See (a) Global Insight U.S. Forecast for October 2013, at the website: [www.ihsglobal.com/products/global-insight/index.aspx](http://www.ihsglobal.com/products/global-insight/index.aspx).

- Despite the improvement in the residential real estate market, stringent Dodd-Frank rules and increased government scrutiny may limit the entry of new firms into the mortgage market. Rising interest rates could serve as a deterrent to some prospective buyers;<sup>12</sup>
- Although real business investment continues to grow, the rate of growth has slowed as a consequence of demand uncertainty;
- In the public sector, the policies of the federal government have turned from fiscal stimulus during and immediately after the most recent economic downturn to austerity in the form of reduced expenditures and higher taxes as a means of reducing the federal budget deficit. The cost of austerity policy measures, which include spending cuts, tax increases, or a mixture of the two, have slowed the aggregate demand in the U.S. economy, thereby slowing the rate of economic and employment growth;<sup>13</sup>
- Arizona is one of the states in the nation most vulnerable to federal government expenditure changes because of the large proportion of military spending in the state's economy. Operating at a lower level of federal government expenditures is projected to have the greatest impact in the following major industry sectors: Manufacturing, Retail Trade, Professional and Business Services, and Government; and<sup>14</sup>
- Despite the factors listed above there are some grounds for limited optimism as Arizona's exports could have a slight stimulating effect with a gradual improvement in the overall world economy, especially with the major U.S. trading partners such as Canada and Mexico.

Arizona's employment was one of the fastest growing in the nation prior to the recession starting at the end of Calendar Year (CY) 2007. During CY 2010, the State's national ranking had fallen to 49<sup>th</sup>, improving to 36<sup>th</sup> by May 2011. As of the writing of this report, Arizona's ranking had improved to 21<sup>st</sup> in the nation.<sup>15</sup>

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(b) Wells Fargo Economics Group. Special Commentary. The U.S. labor Market Is Not Working For Many. Jay H. Bryson and Sarah Watt. August 29, 2013. At the website [www.wellsfargo.com/com/research/economics](http://www.wellsfargo.com/com/research/economics).

(c) Wells Fargo Economics Group. Special Commentary. Economic Western Round Up: Western States Leading the Nation's Recovery. Mark Vitner, Michael T. Wolf and Sara Silverman. July 24, 2013. Page 4. At the website [www.wellsfargo.com/com/insights/economics/](http://www.wellsfargo.com/com/insights/economics/).

<sup>12</sup> See Finance Advisory Committee. Revenue and Budget Update. Joint Legislative Budget Committee. State of Arizona Legislature. April 10, 2014. At the web site: <http://www.azleg.gov/jlbc/revenuebudgetupdate041014.pdf>.

<sup>13</sup> See (a) Global Insight U.S. Forecast for April 2013. At the website [www.ihs.com/products/global-insight/index.asp](http://www.ihs.com/products/global-insight/index.asp).

(b) Wells Fargo Economics Group. Special Commentary. Economic Impact of Sequestration. February 25, 2013. At the website [www.wellsfargo.com/com/research/economic](http://www.wellsfargo.com/com/research/economic).

(c) Wells Fargo Economics Group. Special Commentary. Sequestering Economic Growth?. John E. Silvia and Michael A. Brown. September 27, 2013. At the website [www.wellsfargo.com/com/research/economic](http://www.wellsfargo.com/com/research/economic).

<sup>14</sup> See: (a) Wells Fargo Economics Group. Special Commentary. Sequestration: Which States Are Most Vulnerable? February 18, 2013. At the website [www.wellsfargo.com/com/research/economic](http://www.wellsfargo.com/com/research/economic).

(b) Wells Fargo Economics Group. Special Commentary. Economic Impact of Sequestration. February 25, 2013. At the website: [www.wellsfargo.com/com/research/economic](http://www.wellsfargo.com/com/research/economic).

(c) Wells Fargo Economics Group. Special Commentary. Arizona Economic Outlook: November 2013. Mark Vitner and Michael T. Wolf November 4, 2013. At the website [www.wellsfargo.com/com/research/economic](http://www.wellsfargo.com/com/research/economic).

(d) Wells Fargo Economics Group. Joint Economics and Municipal Commentary. FY 2014 State Budgets and Beyond. John E. Silvia, Natalie Cohen, Michael A. Brown and Roy Eappen. July 9, 2013. At the website [www.wellsfargo.com/com/research/economics](http://www.wellsfargo.com/com/research/economics).

(e) IHS Global Insight. US Markets State Economies. Arizona. Jim Diffley. Winter2013-14. At the website <http://www.ihs.com/products/global-insight>.

<sup>15</sup> Current Employment Statistics (CES) program of the Arizona Office of Employment and Population Statistics, in cooperation with U.S. Dept. of Labor, Bureau of Labor Statistics. For more information on the establishment survey, see: <http://www.bls.gov/bls/empsitquickguide.htm>.

As Table 1 below shows, after posting losses of 5.3 percent in PY 2008 and 5.3 percent in PY 2009, Nonfarm employment was flat in PY 2010 and increased by 1.7 percent in PY 2011 and 2.3 percent in PY 2012. There was modest growth of 1.9 percent in Nonfarm employment in PY 2013. For PY 2013, all the major industrial sectors posted employment gains with the exception of Manufacturing and Government. Manufacturing recorded an employment contraction of 0.3 percent, while Government lost 0.7 percent of employment. When over-the-year rates of growth across various sectors are compared in PY 2013, Financial Activities leads the gains at 5.1 percent followed by Leisure and Hospitality and Construction, each at 3.0 percent. Other gaining sectors were: Education and Health Services (2.9 percent); Natural Resources and Mining (2.6 percent); Professional and Business Services (2.2 percent); Information (2.0 percent); Trade, Transportation and Utilities (1.9 percent); and Other Services (0.3 percent).

<b>Table 1: Percentage Change in Program Year (PY) Average Employment in Arizona</b>						
<b>Industry</b>	<b>PY 2008</b>	<b>PY 2009</b>	<b>PY 2010</b>	<b>PY 2011</b>	<b>PY 2012</b>	<b>PY 2013</b>
Total Nonfarm	-5.3%	-5.3%	0.0%	1.7%	2.3%	1.9%
Manufacturing	-8.3%	-8.6%	-0.3%	2.7%	1.7%	-0.3%
Natural Resources and Mining	1.1%	-15.1%	3.1%	8.2%	8.1%	2.6%
Construction	-25.3%	-25.9%	-4.5%	1.9%	6.6%	3.0%
Trade, Transportation and Utilities	-5.7%	-5.4%	-0.3%	1.3%	0.4%	1.9%
Leisure and Hospitality	-3.8%	-3.8%	1.4%	2.7%	2.7%	3.0%
Education and Health Services	4.2%	3.0%	3.2%	3.3%	2.2%	2.9%
Professional and Business Services	-8.6%	-7.0%	0.9%	2.3%	4.4%	2.2%
Financial Activities	-4.6%	-3.4%	0.7%	2.8%	3.7%	5.1%
Other Services	-3.0%	-7.4%	-1.9%	-2.2%	0.2%	0.3%
Government	0.1%	-2.3%	-2.1%	-0.7%	0.6%	-0.7%
Information	-4.4%	-6.7%	-1.7%	5.7%	6.2%	2.0%

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

1. Calculated from seasonally unadjusted data; and
2. PY 2013 estimates are preliminary.

Although the Financial Activities sector had the most over-the-year percentage gains, this sector has a smaller, but steadily growing, employment base. As shown in Table 2, Arizona's large industrial sectors in descending order as of PY 2013 are Trade, Transportation and Utilities, Government, Education and Health Services, Professional and Business Services, Leisure and Hospitality, Financial Activities, Manufacturing, Construction, Other Services, Information, and Natural Resources and Mining.

<b>Industry</b>	<b>PY 2008</b>	<b>PY 2009</b>	<b>PY 2010</b>	<b>PY 2011</b>	<b>PY 2012</b>	<b>PY 2013</b>
Total Nonfarm	2,528.3	2,393.7	2,394.0	2,435.6	2,490.5	2,537.3
Manufacturing	163.6	149.5	149.0	153.0	155.5	155.0
Natural Resources and Mining	12.8	10.8	11.2	12.1	13.1	13.4
Construction	156.2	115.8	110.6	112.6	120.1	123.7
Trade, Transportation and Utilities	497.3	470.4	468.9	475.1	477.2	486.0
Leisure and Hospitality	263.1	253.0	256.4	263.3	270.5	278.7
Education and Health Services	329.1	339.1	350.0	361.6	369.5	380.4
Professional and Business Services	365.8	340.3	343.3	351.1	366.5	374.5
Financial Activities	173.9	168.0	169.1	174.0	180.4	189.6
Other Services	97.3	90.1	88.4	86.5	86.7	87.0
Government	429.7	419.9	410.9	408.0	410.3	407.5
Information	39.6	36.9	36.3	38.4	40.8	41.6

In May 2014, EPS forecasted a gain of 114,000 Nonfarm jobs over the two projected years of 2014 and 2015 for Arizona. An over-the-year gain of 53,500 Nonfarm jobs were projected for 2014 and a gain of 60,400 jobs for 2015. The rate of growth projected for Nonfarm employment in Arizona is 2.1 percent in 2014 and 2.4 percent in 2015. This would suggest flat growth in the rate of Nonfarm employment gains in 2014 compared to 2013. A slight increase in the rate is projected for 2015. The average annual growth rates in Total Nonfarm employment for Arizona, Phoenix Metropolitan Statistical Area (MSA), Tucson MSA, and Balance of State are depicted in Table 3 below.

	<b>2012<sup>(a)</sup></b>	<b>2013<sup>(a)</sup></b>	<b>2014<sup>(b)</sup></b>	<b>2015<sup>(b)</sup></b>
<b>Arizona</b>	2.1%	2.1%	2.1%	2.4%
<b>Phoenix MSA<sup>(1)</sup></b>	2.6%	2.8%	2.5%	2.6%
<b>Tucson MSA<sup>(2)</sup></b>	1.5%	0.7%	1.2%	1.8%
<b>Balance of State<sup>(3)</sup></b>	0.6%	0.2%	1.3%	1.7%

Notes:

1. Maricopa and Pinal counties
2. Pima County
3. Arizona less Maricopa, Pinal, and Pima counties
  - a. Historical
  - b. Forecast

In 2014, all regions of the state are forecasted to have positive annual over-the-year growth rates in Nonfarm employment. Arizona is forecasted to grow at 2.1 percent in 2014. Phoenix is expected to grow faster than the state at 2.5 percent. However, the projected growth rates for Tucson (1.2 percent) and the Balance of State (1.3 percent) are slower than the statewide and

Phoenix MSA rates. The expected Nonfarm job gains in 2014 for the Phoenix MSA are 44,600 jobs, for Tucson MSA 4,400 jobs, and for Balance of State job gains are projected at 4,500 jobs.

Growth rates in 2015 are expected to be higher than 2014 across all regions. Phoenix is forecasted to continue growing at a faster pace (2.6 percent) than Tucson (1.8 percent), the Balance of State (1.7 percent), and the state overall (2.4 percent). For 2015, the job gains forecasted for Phoenix MSA are 48,000 jobs, 6,400 for Tucson MSA, and 6,000 jobs in the Balance of States.

In Arizona, employment losses continued late into 2010, past the official end of the national recession in June 2009 as declared by the National Bureau of Economic Research (NBER). Net positive over-the-year gain started only in January 2011. The overall employment situation in Arizona is improving and expected to be better over the coming years. However, the forecasted rate of growth in Nonfarm employment in 2014 and 2015 is lower than what was observed prior to the recession (1997-2006 average of 3.4 percent).

The state's seasonally adjusted unemployment rate was 9.5 percent in June 2011 and has continually dropped through June 2014 as shown in Table 4 below. The decline in the unemployment rate is an indication of an improving Arizona employment outlook. The U.S. unemployment rate has continued to decline from 9.1 percent in June 2011 to 6.1 percent in June 2014. The state has a higher unemployment rate compared to the nation as of June 2014.

<b>Table 4: Unemployment Rate (Seasonally Adjusted) - End of Program Years</b>				
	<b>June-11</b>	<b>June -12</b>	<b>June -13</b>	<b>June -14<sup>(1)</sup></b>
<b>United States</b>	9.1%	8.1%	7.5%	6.1%
<b>Arizona</b>	9.5%	8.4%	8.1%	6.9%
<b>Phoenix - Mesa - Glendale</b>	8.7%	7.4%	6.9%	6.0%
<b>Tucson Metro</b>	8.5%	7.4%	7.1%	6.3%
<b>Flagstaff Metro</b>	9.3%	8.4%	8.1%	7.1%
<b>Lake Havasu City - Kingman - Metro</b>	11.2%	10.1%	9.8%	8.2%
<b>Prescott Metro</b>	9.9%	8.7%	8.2%	6.6%
<b>Yuma Metro</b>	25.0%	24.9%	27.4%	25.6%

Note:

1. Preliminary data provided and is subject to change

Table 5 below shows that the number of claimants receiving unemployment benefits in Arizona steadily increased in 2008 and 2009 in tandem with the negative trajectory of the employment environment, but has been in a declining trend since 2010. From PY 2007 to PY 2008, the number of claimants increased by 99.6 percent, and from PY 2008 to PY 2009, the number of claimants increased by 33.2 percent. From PY 2009 to PY 2010, the number of claimants declined by 28 percent. From PY 2010 to PY 2011, the number of claimants declined further by 15.4 percent and continued this decline to 26.6 percent from PY 2011 to PY 2012. From PY 2012 to PY 2013, the number of claimants again declined, by 12.2 percent. Nonetheless, the average duration jumped from its level of 15.3 weeks in PY 2008 to its highest level of 19.2 weeks in PY 2010. Compared to the high level in PY 2010, the average duration has been on the decline, dropping to 17.6 weeks in PY 2011, 17.0 weeks in PY 2012, and 16.1 weeks in PY 2013. The number of persons receiving unemployment benefits began declining as the economy starting recovering from the recession and went from a peak of 98,990 in PY 2009 to 38,832 in PY 2013.

<b>Table 5: Claimants Receiving Unemployment Benefits in Arizona</b>						
	<b>PY 2008</b>	<b>PY 2009</b>	<b>PY 2010</b>	<b>PY 2011</b>	<b>PY 2012</b>	<b>PY 2013</b>
Average Number of Claimants per Month	74,292	98,990	71,313	60,300	44,236	38,832
Average Number of Weeks (Duration)	15.3	18.6	19.2	17.6	17.0	16.1
Percentage Over-the-Year Change	99.6%	33.2%	-28.0%	-15.4%	-26.6%	-12.2%

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

## **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. Among the key developments in PY 2013 was the design of a comprehensive WIA Title IB Policy and Procedure Manual. The Eligible Training Provider List (ETPL) was reviewed and streamlined in conjunction with the development of policy, and the Registered Apprenticeship Program developed closer relationships with LWIAs in an effort to build on LWIA sector strategies.

### **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. 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, intended as the foundation to align One-Stop policies and procedures across the twelve local areas, specifying minimum standards for service and helping to reduce customer confusion. Work is continuing on the Operational Policies and Procedures, with sections on the Adult Program and the Dislocated Worker Program published and policies on the Youth Program, Training and the ETPL scheduled for PY 2014.

The process for the development of the policies was outlined in the State Plan. Federal regulations, United States Department of Labor (U.S. DOL) Training and Employment Guidance Letters (TEGLs), state guidance letters, and questions raised by the LWIAs formed the basis for the draft policies. A Policy Development Team, including DES staff and representatives from the LWIAs, was responsible for the initial review. The draft policies were then posted on the DES website for a ten-day public review period, and the comments received were discussed during conference calls with the LWIAs before the policy was finalized. The WIA Title IB Policy and Procedure Manual is available to LWIAs and the public on the DES website at: <https://www.azdes.gov/wia>.

### **Eligible Training Provider List**

The ETPL contains training providers that are 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 local 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 2013, the ETPL contained 302 approved training providers and 2,095 approved programs.

The Arizona ETPL is hosted by the AZ Job Connection (AJC) system, which is available online at [www.azjobconnection.gov](http://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 cost 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.

During PY 2013, DES required use of a training program credential checklist for all programs that were evaluated for inclusion on the ETPL. The checklist utilizes U.S. DOL-recognized credentials definitions and attributes such as industry recognized, stackable, portable, or accredited, as defined in Training and Employment Guidance Letter 15-10, Attachment 2, Credential Resource Guide. The checklist is designed to assist LWIA ETPL approvers in determining if a training program should be added to the ETPL and if the training program will result in a U.S. DOL recognized credential. The checklist also requires that the LWIA identify whether the program aligns with the respective LWIA's sector strategy, demand occupations in the local area and if the training is expected to result in an employment outcome.

In PY 2013, the State ETPL Coordinator provided technical assistance to groups of training providers throughout the state on the ETPL application process, training provider responsibilities, initial and subsequent eligibility requirements and performance standards. In addition, the State ETPL Coordinator has held monthly conference calls with the LWIA ETPL approvers. These conference calls have served as a platform for collaboration on ETPL policy development. The State ETPL Coordinator and the LWIA ETPL approvers collaborated to develop policy regarding technology-based training providers, and revised the Arizona ETPL policy and procedures, which are included as a section in the WIA Title IB Policy and

Procedures Manual. The LWIAs were fully engaged in the development of ETPL policies that include the State ETPL Coordinator and LWIA ETPL approver responsibilities, training provider responsibilities, initial and subsequent eligibility requirements, performance measures and the state's performance standards. The new ETPL policy also addresses training providers subcontracting their training programs to other training providers, which was identified as a statewide issue during the ETPL monthly conference calls. Work on the implementation of the gathering and analysis of subsequent eligibility performance data will continue in PY 2014.

### **Arizona Office of Apprenticeship**

During the last quarter of PY 2011, the Arizona Office of Apprenticeship was transferred from the Arizona Commerce Authority (ACA) to the DES WIA Section to better align it with other workforce development programs. Being co-located provides both the DES WIA Section and the Arizona Office of Apprenticeship staff the ability to share information relevant to workforce development. The ACA is currently still identified as the State Registration Agency.

The Arizona Office of Apprenticeship is looking for apprenticeship opportunities in all occupations, maintaining active contact with stakeholders statewide, including employers, industry groups and chambers of commerce, community colleges, as well as the Department of Education (ADE), including the Joint Technical Education Districts (JTED) and Career and Technical Education (CTE) Programs. In PY 2013, the Apprenticeship Program developed a strategic plan in consultation with the DES WIA 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. 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. There will be quarterly conference calls between the program lead and the local area contacts to share ideas and provide technical assistance. The State Program Lead will continue to work with the LWIA contacts throughout the coming year and provide hands-on guidance in reaching out to employers.

The Arizona Office of Apprenticeship has also been engaging in outreach presentations to the Nineteen Tribal Nations (NTN) to promote and grow apprenticeship programs among the individual tribal entities. The growth of apprenticeship programs could mean more jobs and careers for tribal members within the tribal communities, for example, in the hotel and hospitality industry.

Complying with the Arizona Governor's Executive Order 2013-01, WAC maintains a subsidiary committee, the 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 chairman of the AAAC, who is also a member of the WAC, makes a quarterly report to the WAC on apprenticeships in Arizona. During PY 2013, two new programs were registered to bring the total number to 103 programs in Arizona, and compliance reviews were conducted on 35 programs.

<b>Table 6: Arizona Office of Apprenticeship Report (as of June 30, 2014)</b>	
Total Number of Registered Apprentices	3,077
Total Number of New Apprentices Registered PY 2013	855
Total Number of Programs	103

The Arizona Office of Apprenticeship interacts regularly with other state directors that 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.

Each year, the Governor of Arizona signs a proclamation declaring Arizona Apprenticeship Week. During the same week, the Western Apprenticeship Coordinators Association of Arizona (WACA) hosts an Outstanding Apprentice Awards ceremony to recognize apprentices nominated by programs throughout the state. PY 2013 was the 53<sup>rd</sup> year that the awards ceremony was organized with more than 500 people in attendance and forty-six apprentices receiving a certificate of recognition.

### **Rapid Response**

State-level Rapid Response activities are managed by the DES WIA Section Field Operations Supervisor. The Supervisor is responsible for the entry of Workers Adjustment and Retraining Notification (WARN) into the AJC system. LWIA Rapid Response Coordinators are responsible for connecting Dislocated Workers to WIA Title IB resources as well as other community resources to assist with the re-employment and partner services.

The DES WIA Section continues to coordinate regional Rapid Response “roundtables.” These roundtables are designed to encourage discussions, seek areas for improvement, and provide training and technical assistance to support efforts to address needs identified during these events. The Rapid Response Coordinators are reviewing the draft Rapid Response Guide for implementation in PY 2014. This tool will develop effective re-employment activities and gather intelligence about potential dislocations as part of strategically planning and carrying out rapid response activities.

Rapid Response teams will be reviewing and evaluating the potential for layoff prevention, to determine layoff aversion options, as well as sharing effective re-employment activities.

During the PY 2013 WIA Technical Assistance Conference a Rapid Response Workshop was provided to local Rapid Response Coordinators and integrated partners that are part of the Rapid Response teams. They received an update of the changes in the Unemployment Insurance (UI) Programs and learned about the UI Shared Work Plan Program. This program allows employees to work reduced hours and collect partial UI benefits. The workshop also discussed strategies that will be implemented to improve Rapid Response Activities.

## WIA WAIVERS

Arizona submitted the following waivers to the U.S. DOL which were approved 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.

### **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.

### **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.

### **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.

**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.

**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.

**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. They 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.

**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)).

**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.

**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.

**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.

### 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 replaces the existing 17 measures (15 statutory and two customer satisfaction) with the Common Measures delineated in TEGL 17-05. In PY 2013, Arizona operated under the nine Common Measures.

<b>Table 7: Common Measures</b>		
<b>Adult</b>	<b>Dislocated Workers</b>	<b>Youth</b>
Entered Employment	Entered Employment	Placement in Employment or Education
Retention	Retention	Attainment of a Degree or Certificate
Average Earnings	Average Earnings	Youth Literacy and Numeracy Gains for Youth

## WIA HIGHLIGHTS

Consistent with Arizona’s Integrated Workforce Plan 2012-2017, the LWIAs developed their business plans and submitted them to DES and the WAC. Local areas used a template that guided the drafting of the plan, providing a uniform framework while allowing for flexibility to meet the needs of each local area. The local business plans will serve as models for each LWIA to integrate service delivery functions into their business models to service job seekers and employers. Included below are brief summaries of the business plan development process and selected PY 2013 programmatic highlights submitted by the LWIAs for this report.

### Coconino County Career Center

#### LWIA Business Plan

The Coconino Workforce Business Plan was developed with the engagement of the Chief Local Elected Official, the Coconino County Board Supervisors, which approved the plan, and the Coconino Workforce Investment Board, which created this document with key stakeholders and One-Stop Partners. The development of the Workforce Business Plan was framed by a directive from the Coconino County Board of Supervisors to focus on several goals: stop duplication wherever possible, increase numbers, and eliminate barriers to service for both employers and job seekers. To assure that the Coconino One-Stop System meets the Governor’s new One-Stop Certification requirements, the four current One-Stop Centers in the county will be repositioned so that only one Comprehensive Center and two satellite sites will remain.

## **Program Highlights**

### **Comprehensive One-Stop Center**

A key initiative was to relocate the Comprehensive One-Stop Career Center to the premier setting at the Goodwill of Northern Arizona Job Connection and to engage more partners to offer services onsite. Multiple partners that were not previously located at the former One-Stop have now signed agreements to offer services at this site, creating an array of resources for both employers and job seekers. Another new initiative was enhanced employer engagement. Partner staff who wish to be included on the business services team will need to compete to be a member of this prestigious team and provide work products as a sample of what they can bring to the table. They also need to develop a customized employer seminar as evidence of their capacity. Goodwill has sought a private grant to hire a Business Engagement Coordinator, and other resources for this key position, beyond the WIA, are being identified. Keeping in mind the goal of increasing awareness and numbers, the Coconino Comprehensive One-Stop partners are planning a Greater Flagstaff Chamber of Commerce Mixer for July 2014, a job fair to be opened by Congressional Representative Ann Kirkpatrick in August, and a grand opening of the new One-Stop Career Center to coincide with the National Workforce Month in September.

The Coconino Career Center staged a Get Back to Work seminar and brought in Monster.com to assist Dislocated Workers, with a special focus on the long term unemployed and veterans. The local newspaper editor saw the re-employment plight of the long term unemployed and recently returned veterans, as a compelling local, state and national trend. The newspaper indicated its support for increasing awareness of the situation and developing local solutions in partnership with premier employers and WIA resources. The event resulted in a front page news story highlighting these issues. In addition, premier employers, including Coconino Workforce Board members, helped with job tips during the event and at re-employment and work readiness activities after the seminar to connect the job seeker attendees with employment.

### **Partnership with Goodwill Industries**

On June 18, 2014, the Coconino Career Center participated in the 2014 Lead and Learn Lab co-hosted by Goodwill Industries of Northern Arizona and Coconino Community College. One-Stop partner Goodwill Industries of Northern Arizona was honored for its “community of best practice” that focuses on providing businesses a qualified workforce and development of human capital. Goodwill and community college associates from forty communities around the nation learned about the successful collaborations between the Goodwill, the Coconino Career Center, Coconino Community College, and other partners that have led to workforce development and job growth. The Coconino Career Center Business Manager spoke about the relocation of the Coconino County Comprehensive One-Stop to Goodwill of Northern Arizona facilities and the advantages of a Comprehensive One-Stop Career Center as a proven model for leveraging existing community resources to provide job seekers a unified access point to an array of career services such as work readiness training, industry-specific job training, internships and career coaching.

### **Collaborating to Customize Training and Leverage Resources**

The Coconino County Career Center convened three workforce and education partners to plan and execute a course leading to national certification in the field of Apartment Maintenance for the first time in Flagstaff, Arizona. Goodwill of Northern Arizona, Coconino Community College and Coconino Career Center worked in cooperation with the National and Arizona Apartment Associations to provide one month of training in February. This was provided through the Coconino Community College at a reasonable cost which prepared participants to take the test to receive the Apartment Maintenance Certificate. Local apartment complexes joined in offering the public and training participants a job fair at the end of the Apartment Maintenance course. Approximately one third of the class members' tuition costs were paid through Coconino Career Center WIA funds, one third through Goodwill scholarships, and one third through private pay or reimbursed by the apartment complexes where participants were employed.

The project was a success and 80 percent of Coconino Career Center participants were employed shortly after the completion of their training. The Bella Investment Group, who manages several large apartment complexes in Flagstaff, had this to say about the training experience: "Bella Investment Group, LLC was excited to be able to participate in the Apartment Maintenance Fair that took place in connection with the Coconino County Career Center. We did successfully hire a maintenance technician from this job fair with the knowledge and skills in direct relation with the apartment home industry. We have enjoyed having him on the Bella team."

The workforce partners and Apartment Associations all agreed this valuable training was highly successful and should be continued several times each year in Flagstaff. Several of the participants have moved into careers other than Apartment Maintenance by using the skills gained from this certification.

### **Success Story: From Disconnected to Connected**

The Coconino Career Center serves many youth every year who are in need of the opportunities for success that are provided through WIA resources. One of the success stories is Wade, who began working as a WIA participant at the beginning of his senior year. In October 2013, Wade began at Ponderosa High School in an internship at Terra BIRDS, a non-profit organization started by local Flagstaff resident and Harvard graduate, John Taylor. As he began to learn more about his internship, he became more confident and sure of himself. Unfortunately, as with many disconnected youth, Wade's home life made it difficult to avoid an arrest that could have resulted in incarceration and homelessness. His WIA caseworker, the principal of Ponderosa High School, and John Taylor worked together to help Wade be successful. By convincing a judge to give him work release so that he could continue to attend school and complete his internship responsibilities, Wade graduated with the Class of 2014 and completed his internship. Since graduation, he has been hired at Terra BIRDS and continues to make a difference in his community by being the example that the acronym BIRDS stands for, "Being Innovative Resourceful Dedicated Stewards."

# **Gila/Pinal Local Workforce Investment Area**

## **LWIA Business Plans**

The Gila/Pinal Workforce Investment Area Business Plan was developed by the Workforce Investment Board members, representatives from Economic Development, WIA, DES Employment Services, Central Arizona College, the Chamber of Commerce, and the Senior Program. Four critical issues were identified: lack of access to AWC services across the local area, limited alignment between Economic Development and Workforce Development, an insufficiently skilled workforce, and lack of awareness of resources available within the local area. The Gila/Pinal local area identified four key goals and multiple strategies to address these critical issues:

Goal 1: To expand Workforce System Services for the job seekers and businesses throughout the service area.

- A. Increase the availability of AWC services throughout the service area through expanded Access Points in Payson, San Manuel, Mammoth, Kearny, Coolidge, Maricopa, San Tan, Eloy, Arizona City, and Florence.
- B. Launch a website to be completed in the summer of 2014 and develop new marketing techniques including social media and links to other websites in both counties, for example, county sites, libraries, schools, human service agencies, and/or civic organizations.
- C. Increase outreach to businesses by hiring an additional business service representative and providing a single point of contact for employer inquiries and information.
- D. Collaborate with veterans' organizations throughout the local area to identify volunteers for a coordinated outreach effort to inform veterans about AWC services.
- E. Utilize technology (e.g. Skype, Go to Meeting) in private spaces at access points and satellite offices to reduce the need for in-person client/case manager meetings at comprehensive centers.

Goal 2: Identify and address employer needs to fill the highest demand occupations at the best wages, and collaborate with associations to bring economic development stakeholders together with workforce system partners.

- A. Develop a database of positions, associated skill sets, wages, and benefits through collaborations with major employers and area educators, and make this information available to all job seekers using local One-Stop services. In addition, this information will be available to all business service representatives to assist with the planning and delivery of services to the business customer.
- B. Allow new and existing businesses access to One-Stop locations to conduct job fairs, interviews, and meetings with One-Stop partners focused on business development aligned with sector strategies.

Goal 3: Improve skill levels within the local workforce in response to business needs.

- A. Collaborate with employers to identify specific skill gaps and ways to close the gaps across all levels of One-Stop services.
- B. Expand on formal, written evaluations given to job seekers that will help emphasize strengths and weaknesses in knowledge, skills, and interests to identify qualified job candidates, as well as those who could fill positions given proper One-Stop support.
- C. Collaborate with educational institutions to create a pipeline of work-ready individuals with the basic knowledge, job skills, abilities, and soft skills most sought after by employers.

Goal 4: Create a service asset inventory of available resources.

- A. Create a service asset inventory of available resources through staff's widespread contact with area schools, chambers of commerce, the IRS master list of 501(c)(3) non-profit organizations, and other established sources.
- B. Create a 'road show' One-Stop overview presentation accessible online and for in-person presentations to potential service providers. Marketing materials about the One-Stop system would also be created to coincide with the road show.

### **Program Highlights**

#### **New Access Points**

A major accomplishment was the establishment of six Access Points in Apache Junction, Coolidge, Mammoth, Kearny, Payson, and San Manuel. The Gila/Pinal local area has two Comprehensive One-Stops, one in Globe and one in Casa Grande. Access Points allow individuals to look for jobs and connect to the One-Stop Systems in their own community. Clients located at a distance from the two Comprehensive One-Stops have access to computers and other office equipment, offering electronic access to services which may include job search assistance, career exploration, and unemployment information. The Incentive Grant funds awarded to the Gila/Pinal Workforce Investment Area were utilized to fund the establishment of Access Points and to purchase computers, printers, fax machines, and signage.

#### **Outreach to the Business Community**

The Gila/Pinal Workforce Investment Area created a new position for a Business Service Liaison last year. The Liaison has been providing outreach in both counties in the local area making connections with employers. The result was an increase in job orders and job fair activity. Within the two Comprehensive One-Stops, employers are offered services from all of the partners, including a listing of job openings, file searches and referrals. The facilities are also used to conduct employer interviews with assistance from the staff and to conduct special recruitment services for new and existing companies.



# **Maricopa Workforce Connections**

## **LWIA Business Plan**

Key goals for Maricopa County included service integration to include welcome, skills development and business teams. Maricopa County plans to provide the intake, case management and retention components of the program, but all ten youth elements will be proposed to the public for solicitation of services for PY 2014.

## **Program Highlights**

### **Professional Development; Process Improvement and Fiscal Literacy**

Maricopa County Workforce identified three key initiatives for PY 2013: Professional Development, Process Improvement and Fiscal Literacy. All three of these initiatives were the foundation of the following accomplishments.

- Reorganization of personnel to support realignment, to include a market adjustment of critical positions (guidance counselors);
- Design and implementation of information systems to support efficiency and effectiveness; and
- Increased use of professional training and consultants to support all of the above initiatives.

### **Integrated Service Delivery System**

Maricopa County Workforce began its integrated service delivery system in PY 2013 with a significant impact on improving the delivery of skills and development services to customers. The welcome team has utilized a person-centered and communicative approach to customer needs which has had a positive impact on aligning customers to services in a time-friendly manner.

Maricopa County utilized contractual services to complete a return on investment study for both its Adult and Youth Services. The findings of this study were used to plan and support the departments' initiatives, create internal benchmarks for future success and create a system for continued evaluation of programs.

### **Success Story**

During PY 2013, a high profile company with international connections established its operations into Maricopa County. Representatives from the company estimated that it would take approximately nine months to complete the recruitment and hiring of 700 employees in the east valley of the county. With the assistance of Maricopa County Workforce, this process was completed in less than six months with a savings of just under \$100,000 dollars to the company.

# **Mohave/La Paz Local Workforce Investment Area**

## **LWIA Business Plan**

Over a four month period, the Mohave/La Paz LWIA created a Regional Business Plan that aligned with new state-driven policies and presented local strategies to advance workforce and economic development. Teams of LWIB members, WIA staff, partners and stakeholders worked collaboratively to ensure that everyone had buy-in to new concepts and initiatives. The following key goals and objectives were identified:

- Deliver an employer-focused, demand-driven workforce development system. Comply with certification criteria, service integration and functional alignment requirements; advance Career and Technical Education pathways with credentials leading to in-demand occupations;
- Enhance the regional economic competitiveness through sector strategy initiatives that align private and public stakeholders including education, economic and workforce development, businesses and business associations;
- Prepare Adult and Dislocated Worker Program participants to enter or re-enter the workforce as skilled in-demand talent. Collaborate to provide client-centered initiatives that leverage resources, address worker skill gaps and barriers to employment and open opportunities for work-based learning;
- Enhance youth development opportunities. Deliver effective case management to implement well designed Individual Service Strategies (ISS); advance basic skills, occupational and work readiness skills; expand Coalition Youth Team (COYOTE), the region's public-private youth development program;
- Design and align data and technology systems to support information collection, analysis and sharing to establish workforce development needs and outcomes;
- Achieve measurable gains in adult literacy in the region. Participate in literacy partnerships and increase public understanding of linkages between adult literacy and workforce; and
- Implement marketing initiatives aligned with branding and awareness strategies.

## **Program Highlights**

### **Kingman and Mohave Manufacturing Association (KAMMA)**

The KAMMA continued to emerge as a champion for manufacturing growth in the region, becoming incorporated as a 501(c)(6) entity. Workforce development initiatives associated with KAMMA included the development of the Certified Production Technician (CPT) certification, introduction of the mobile manufacturing lab, and development of a key alliance with the Arizona Manufacturing Partnership.

### **Coalition Youth Team (COYOTE)**

Coalition Youth Team (COYOTE) 2014 was a highly successful public-private endeavor, serving 103 youth throughout Mohave and La Paz Counties and raising \$101,575 in sponsorships to leverage the WIA funds. Over 54 organizations were engaged in program delivery and/or funding. New sponsors included Kingman Chevrolet-Buick-Honda, Lake Havasu City Lions Club, and the Legacy Foundation in Bullhead City.

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

One-Stop Career Center staff solicited new employers for participation in the second LEAP cohort. For the fourth consecutive year Business Services staff managed recruitment, screening, assessment and interview scheduling for apprentice candidates. Two new employers participated in the 2013 LEAP cohort of five machinist/millwright apprentices. Three of the five were WIA eligible for assistance with tool purchases and two had an On-The-Job Training (OJT) contract.

### **Cascades Tissue Group – Arizona**

Cascades, a large manufacturing plant in Kingman, enlisted assistance from Business Services staff to increase employee retention. One-Stop Career Center staff created a customized screening process including a comprehensive orientation, a series of assessments and a stack ranking process. Cascades reported improved retention and on two occasions hired more people than planned due to the quality of candidates presented for interviews.

### **One-Stop Services**

LWIA One-Stop Career Center Resource Rooms and the Bullhead City Job Help Hub averaged over 1,900 visits per month during PY 2013. Workshops were standardized throughout the area with agendas, presentations and curriculum. Processes were streamlined to serve customers more effectively.

### **Mobile Manufacturing Training Lab**

Mohave County One-Stop Career Centers partnered with the City of Kingman to obtain Community Development Block grant (CDBG) funding for Mohave Community College's Manufacturing Mobile Training Lab. The One-Stop Career Centers funded a cohort of eight students, the initial class for the Manufacturing Skills Standards Council Certified Production Technician Training facilitated by the college. The One-Stop Career Center has committed to fund one more cohort or assist a comparable number of students with completing the regular scheduled semester program.

### **PROJECT STARS (Skills Training for At Risk Students)**

The Mohave County Probation Department and One-Stop Career Centers have strengthened their partnership through a formal Memorandum of Understanding (MOU) to leverage resources and ensure probation youth have access to General Educational Development (GED) preparation, work readiness training, occupational skills training, workforce and academic assessments, career coaching and job placements. For a number of years, the partners have each contributed to the One-Stop Career Center's Skills Center, providing GED preparation in partnership with the local community college. In addition, the Probation Department has obtained grant funds each year to sponsor up to eighteen youth in the One-Stop's COYOTE youth summer program.

In PY 2013, a new, innovative initiative was added to PROJECT STARS. The Probation Department received \$45,000 in Arizona Supreme Court Juvenile Crime Reduction Fund (JCRF) grant funding to hire a job developer in PY 2014 for at-risk Probation Department youth. The Department will subcontract with the One-Stop Career Centers to hire the job developer for year-round intensive coaching and job placement services for a minimum of fifteen probation youth in three cities. The job developer position will be partially funded by WIA and include WIA youth case management; the probation youth can be WIA enrolled when there is a good program fit.

# **Navajo/Apache Counties Workforce Partnership**

## **LWIA Business Plan**

Navajo/Apache LWIA leadership formed a task force with local workforce system staff and partners that was responsible for working on the development of the business plan. Navajo County, in its role as fiscal agent and administrative entity participated in the team meetings to ensure the wishes of Navajo and Apache County public officials were understood. The team met for two days at the ACA to review plan requirements with a consultant and representatives from DES and the Director of the Workforce Arizona Council. The required submission of the initial business plan took place simultaneously with the hiring of a new WIA Executive Director for the Navajo and Apache Counties Workforce Investment Area. Arizona's State Interagency Review Team provided a critical analysis of the initial plan and the LWIA CEO, in partnership with the LWIB, hired an independent consultant to help facilitate the revisions and spark conversation among partners on how to transform the local workforce system.

To obtain more information on an evidence-based approach to improvements, a third-party evaluation of the One-Stop Centers and the service delivery system was completed along with a jobseeker-focused mystery shopping evaluation. These two reports provided information for the One-Stop Operator Consortium to discuss and helped with creating new strategies for inclusion in this revised business plan. Further discussion with the LWIA and DES local and regional leadership of the service delivery system and functional alignment at the comprehensive and affiliate locations helped frame needed changes. New initiatives include:

- Developing branding and messaging;
- Developing and expanding strategic alliances;
- Presentations and one-on-one meetings targeting the business community;
- Special events to expand outreach;
- Strengthening media relations (radio shows and newspaper columns); and
- Developing and refining collateral materials.

## **Program Highlights**

### **Audit of One-Stop Centers**

The Navajo/Apache LWIA ordered a full audit and secret shopper review of all centers. Items identified within the audit are currently being addressed with One-Stop partners to improve the functional alignment in all centers. These include:

- New signage that lets the potential client know what the Centers offer;
- Informational kiosks with over 100 employment handouts;
- Review of all facets of customer service; and
- Development of orientation and educational presentations, including four videos to enhance the client experience in learning about programs; reducing the staff time required to give group orientations; providing a consistent message, ensuring the client receives the complete menu of services available and motivating the client to want to participate.

## **Community Garden Project**

The Navajo/Apache LWIA is working with Northland Pioneer Community College on a special 'Community Garden' project. The garden-orchard was constructed during the first summer session of 2014. Students were enrolled in GED classes (3 credits), Workforce Skills (2 credits), Construction Math & Safety (3 credits), Plan Reading, Site Layout, Communication and Employment (3 credits), and Solar Green House Construction (2 credits). All course completers will take the GED, receive two National Career Readiness Certifications, OSHA 10 Card and NCCER Basic Core National Certificate (a non-profit organization that develops training for construction and maintenance occupations). The community garden-orchard committee will then assume responsibility for the care of the facility and plants, meeting on a bi-monthly basis to assure necessary tasks are being carried out.

## **Phoenix Workforce Connection**

### **LWIA Business Plan**

The Phoenix Workforce Connection (PWC) conducted meetings with stakeholders, including community-based organizations that serve low-income populations, offenders, refugees, veterans and their families, youth, homeless, single parents and limited English speaking individuals. One-Stop partners and members of the city council were given the opportunity to review the plan before the solicitation of public comments.

A central concept of the plan is the implementation of Integrated Service Delivery, planned for the two comprehensive One-Stop Career Centers effective October 1, 2014. Under the leadership of the newly formed One-Stop Consortium, the Integrated Service Delivery Leadership (ISD) Team spent six months researching and crafting the framework for the functionally aligned work areas of welcome, skill development, employment, and business services. The ISD Team was composed of supervisory and line staff from Workforce Investment Act (WIA) adult, dislocated worker and youth; the community colleges; and the DES Employment Service.

### **Program Highlights**

#### **Phoenix Business and Workforce Development Board Strategic Plan 2014-2017**

The Board as the convener of the workforce development system for Greater Phoenix contributes in many ways to developing a skilled workforce. It is currently in the process of developing a strategic plan to focus the work of the Board and to ensure that various efforts are aligned toward common goals. The strategic plan pillars identified are:

- Proactive and High Quality Services;
- Community Outreach and Engagement; and
- Organizational Excellence.

### **Phoenix Health Care Sector Partnership**

The Phoenix Health Care Sector Partnership was launched by the City of Phoenix, who plays the role of a convener, in July 2013, with 80 attendees. The Partnership is supported by Phoenix Mayor Greg Stanton. The goal of the Partnership is to create an industry-led collaboration to grow the health care industry. The Partnership gained momentum in the past year and grew to a collaboration of more than 150 leaders from diverse health care businesses, along with educational institutions and community partners. A Leadership Team was formed to oversee the Partnership to include:

- St. Luke's Health Initiatives;
- Trifecta Communications;
- MGT & Associates;
- Arizona Commerce Authority;
- Maricopa Community College District;
- Phoenix Workforce Connection; and
- Maricopa Workforce Connections.

The vision of the Partnership is to “create a healthy economy” by spurring economic growth and improving the health outcomes for citizens of the region. Key initiatives include growing the workforce, strengthening Phoenix as a destination for wellness and quality of life, driving health care innovation and collaborations aimed at making healthcare more cost-effective, and expanding medical tourism.

The Partnership is currently engaged in a number of initiatives related to “Growing the Workforce” including the development of two reports that will assist the Phoenix region in identifying and understanding workforce gaps, shortages and opportunities in the health care sector. The Leadership Team is currently creating a phased strategy to promote the results of the reports to the community.

### **WIA Technical Assistance Compliance Training**

Annual Compliance Training held on October 18, 2013, offered instruction on monitoring guidelines/resources, Equal Opportunity/Grievance procedures, AJC help desk protocol, shared network access points, workforce program implementation strategies and compliance, and the Eligible Training Provider List. A prototype electronic monitoring tool was also introduced, which led the way to an innovative mechanism for maintaining WIA compliance. A second Adult and Youth Program monitoring technical assistance training was held on June 24, 2014, with an overview of the monitoring schedule, a thorough review of the revised electronic monitoring tool, discussion of monitoring guidance and commonly found observations and findings documented during monitoring.

### **Youth Entrepreneur Program**

Ten youth completed the Entrepreneur Program developed through a partnership with Arizona Call-A-Teen Youth Resources (ACYR) and Maricopa Corporate College. The youth completed two semesters of study at Gateway Community College and gained 24 - 26 credits, including credentials in Small Business and Entrepreneurship. In conjunction with their class work, the youth completed 200 hours on a work experience, partnering with local entrepreneurs to learn all facets of owning and operating a small business. The program culminated in a business plan competition, with teams researching and writing a business plan for a social enterprise. The teams presented to a “Shark Tank” team comprised of a Small Business Administration Representative, a Wells Fargo Small Business Loan Officer and two Angel Investor/Entrepreneurs. Each member of the winning team received \$500.00 toward tuition at Gateway Community College, with second place each receiving a \$300.00 tuition voucher. On May 9, 2014, the Entrepreneur Program youth donned cap and gown, and walked in Gateway Community College’s Graduation ceremony in front of family, friends and supporters. Some youth will continue with their education, some have gained employment or are job searching, some are working to start their own business, while others may help launch the social enterprise.

### **YouthBuild Competitive Grant Award**

YouthBuild Phoenix received a \$1.1 million grant award in July 2013 and started to recruit for the first cohort in November 2013. The goals for YouthBuild Phoenix are to have three cohorts of 22 youth participate (66 total) in an eight-month intensive program to obtain their GED, receive construction vocational education and credentials, build new low-income houses, and participate in community service and leadership development activities. Positive outcomes include attainment of degree or certificate, placement into education or employment and increase in literacy and numeracy levels. The program also tracks recidivism rates since many youth have been a part of the juvenile justice system. Phoenix YouthBuild is a partnership between the city's Community and Economic Development Phoenix Workforce Connection, Arizona Call-A-Teen Resource Inc., Tumbleweed Center for Youth Development, Habitat for Humanity Central Arizona, Labor's Community Service Agency and the Maricopa Skill Center.

### **Community and Economic Development Department/Phoenix Workforce Connection (CEDD/PWC) Business and Industry Forums**

The Phoenix Business Solutions Team coordinated and hosted a total of nine industry forums on health care, financial services, energy, information technology, insurance, dental services, construction and apprenticeships. The forums provided workforce development professionals access to information on employer hiring practices and trends in targeted industries in the region. Workforce professionals invited to the forums represented education, community-based, and faith-based organizations, municipalities, and entities serving various groups and individuals. These forums afforded attendees the opportunity to learn market information and talk about workforce system practices and enhancements to sustain access to a viable talent pipeline for business and industry.

### **H.E.R.O. Veterans Initiative**

Through Hire, Educate, Recruit, Organize (H.E.R.O.) hiring events, the City of Phoenix teams up with private businesses as well as veteran - serving organizations to connect veterans with employment opportunities in line with business hiring needs. The hiring events are coordinated by CEDD with the mission to pre-match veterans' skills sets with employers looking for those skills sets.

## **Pima County One-Stop Career Center**

### **LWIA Business Plan**

With input from the Pima County Workforce Investment Board (WIB), the Pima County Board of Supervisors had adopted an Economic Development Plan in 2012, which informed the WIA business plan that was created in PY 2013. The Economic Development Plan included discussions of the Aerospace Sector, Biotechnology, and Renewable Resources, all of which the WIB adopted as target sectors and integrated into its Workforce Plan.

Much of the on-going work of the WIB and its Planning Committee has provided input into the new five year plan. Each meeting focuses on a critical workforce industry and topic, and these have been noted in the plan under discussions regarding the WIB's targeted sectors. These partners – Employment Service, Workforce Investment Act, Job Corps, Adult Education, Trade Adjustment Assistance, and others – and many individuals in the community – over 400 – were notified of the development of the plan and given methods to provide input for the plan.

For example, a special Youth Council meeting was held in conjunction with the Youth Development Coalition. This group of non-WIA programs serving youth provided input to the Council regarding the needs of youth that their members serve. Some of their comments were incorporated into the business plan including the suggestions regarding resources for WIA youth, particularly for mentoring, tutoring and leadership; improved tools to help youth navigate systems (including the One-Stop System), particularly social media tools youth frequently use; and professional development sessions for staff that serve youth to learn more about what is available, as well as best practice techniques for reaching hard-to-serve youth.

Comments from the business community highlighted the need for a rapid response process and responses to immediate needs as well as long-term needs of dislocated workers. One-Stops were asked to continue outreach and research the workforce issues for youth. Training needs identified included teaching students how to test for certifications, soft skills training, and training of a younger workforce to replace those reaching retirement age.

The Memorandum of Understanding (MOU) partners met several times and discussed methods to increase integration and better coordinate functional alignment as part of the MOU rewrite process. A new, simpler matrix of service offerings was developed to facilitate cross-training and functional alignment within Pima County One-Stop system. Better cross-training strategies were developed and new techniques for referrals were established.



A functional alignment work team was established with representatives from Employment Service, Front Desk, Intake, Workshops and WIA Career Development teams; mandated and non-mandated partners were consulted as needed. The team decided to focus initially on the orientation workshop as a non-intrusive way to help customers “self-triage” based on information about the multiple partner service options and developed a revamped One-Stop introduction to reflect comprehensive services offered by mandated partners with a unified presentation (slides and script) for use at Comprehensive One-Stop Centers and affiliates. A video board in the waiting area was programmed with a continuous loop promoting employability skills workshops and other valuable job search information.

In addition, Pima County has been working with DES Employment Service (ES) to increase the integration of Employment Service functions into the One-Stop flow of services. For example, Employment Services staff at one center will be part of the welcome process, and Pima County staff who previously provided services that essentially duplicated those of Employment Service were re-assigned to provide resume, AJC job-match, and job-search services for training graduates and other WIA intensive-service participants.

### **Program Highlights**

#### **Southern Arizona Manufacturing Partners**

Seventeen youth were selected for paid internships in precision machining by members of the Southern Arizona Manufacturing Partners (SAMP), bringing to 29, the total number engaged so far in this promising talent development initiative sponsored by the Pima County One-Stop. Those who complete successfully will be eligible for part-time jobs at participating companies (such as Abrams Airborne Manufacturing, Industrial Tool, Die and Engineering, Sargent Aerospace & Defense, and Hi-Tech Machining and Engineering) and tuition assistance with corresponding courses in machining at Pima Community College.

#### **Youth CareerConnect**

The industry-driven sector partnership with SAMP was the model for Pima County’s Youth CareerConnect \$5.4 million grant awarded during PY 2013 by the U.S. Department of Labor for career pathways from high-school to college degrees and employment in key industries such as manufacturing, bio-technology and health information technology. The grant is a partnership with Pima County Joint Technological Education District (JTED), Pima Community College (PCC), and partners in Yuma, Cochise and Santa Cruz Counties, with the following goals over the four-year funding period:

- Provide Science Technology Engineering and Math (STEM) training and support for 940 youth in the areas of applied information technology, industrial technology, biotechnology; and, aviation technology;
- Provide education and training pathways that offer rigorous academic and technical curriculum focused on specific H-IB careers to youth in grades 11-14 (9-12 in Santa Cruz County);
- Provide an industry defined curriculum alignment between high schools and community colleges in the target occupations;

- Develop career pathways that increase accessibility of high-paying jobs to disadvantaged populations; and
- Coordinate efforts of workforce programs and educators to provide students with challenging, relevant learning opportunities and meet employers' STEM needs.

### **Focus on High School Graduation**

A key part of the One-Stop's mission is to assist youth who dropped out of school to re-engage in their educational and career development. Pima Vocational High School, operated by the county, recently conferred high-school diplomas on another group of 25 students, thereby passing the milestone of 500 graduates to date. The Las Artes GED and public art program has also passed the 500 mark and assisted 73 youth to get their GED last year. Since then a major focus for the Las Artes Program has been preparing new curriculum to address the new High School Equivalency standards, focusing on 21<sup>st</sup>-century skills and applying knowledge to solve problems in context. Working with small groups of youth, the results so far are promising, with 14 youth who graduated on July 18, 2014.

### **Pathways to Healthcare Initiative**

The Pima County One-Stop continues to play a critical role in the Pathways to Healthcare initiative – a partnership with Pima Community College. More than 450 low-income job seekers have completed occupational training, earning credentials in high demand in the health care field. The initiative offers a very robust career pathway for low-income adults, including support services and basic needs assistance, adult literacy services; college readiness instruction; and job training in progressively advanced certificates and degrees in nursing, pharmacy, paramedicine, health information technology, medical assisting and behavioral health. Individuals were placed in employment at an above average wage.

### **Youth Programs**

The Pima County One-Stop "2013 Summer Youth Work Program" had 1,454 youth participants. The youth attended an Employability Skills Workshop prior to starting employment at one of the 450 participating employer work sites.

The WIB Youth Council's October 26, 2013, Biotechnology Youth Career Expo had 103 youth and approximately 40 adults who attended the event. There were 30 schools/programs that participated in the event.

## **Santa Cruz County Workforce Development**

### **LWIA Business Plans**

The Santa Cruz County Five Year Business Plan was developed under the direction of the county's Elected Officials and County Administration. The Santa Cruz County WIB engaged numerous stake-holders, including the Santa Cruz County Workforce Development, Santa Cruz County Continuing Education Program, Department of Economic Security, University of Arizona-Santa Cruz, Santa Cruz County Provisional Community College District, Cochise College, Nogales Unified School District, Santa Cruz Valley Unified School District, Santa Cruz County School Superintendent Office, Fred Acosta Job Corps, United Way of Santa Cruz County, Portable Practical Educational Preparation, Nogales-Santa Cruz County Chamber of

Commerce and the Mexican Consulate Office. Planning focused on cross-program integration to provide seamless services through three basic functions: the welcome team, the skills and career development team, and the business services team. Sector Strategies selected were the fresh produce industry, logistics, and Maquiladora related trade industry.

## **Program Highlights**

### **Partnerships and Collaboration**

For Santa Cruz County, partnerships with governmental, educational, and Community-Based Organizations are essential. The LWIA is involved with Teen Anonymous and the Santa Cruz County Probation Department to target out of school youth. Staff also reach out to the youth by attending the Nogales Unified School District, the Santa Cruz Valley Unified School District and the Patagonia Public Schools back to school and career day events. Plans are being made to host the First Annual Santa Cruz County Career and Community Expo, an event intended to facilitate connections face to face with hundreds of participants. Santa Cruz County Provisional College is a key provider of training, but training providers in Pima County are also used. Training includes, but is not limited to, the following areas: Certified nursing assistant, medical assistant, pharmacy technician, commercial driver license, medical billing and coding, H1B technical careers, office support and certificate programs.

The Santa Cruz LWIA also operates the Santa Cruz County Adult Education Program, allowing for quick referrals of eligible participants to tutoring, adult basic education classes, adult secondary education classes and English as a second language classes at no cost. Additional initiatives are the Santa Cruz County Wellness Network, established to promote adolescent wellness through advocacy, education, and collaboration with schools and community organizations serving youth, and the creation of the Ambos Nogales Identity Project, tasked to study the direct and indirect economic impact in Santa Cruz County of production sharing (maquiladoras) and the fresh produce industries and to initiate a strategic communication plan.

### **Success Stories**

Luis, a young adult with a poor work history and little or no work experience, was determined to need training in order to become marketable for employment. His goal was to become a pharmacy technician, and he enrolled in an Occupational Pharmacy Technician Program in a college in Tucson. The local area provided Luis with transportation assistance, and he obtained his Pharmacy Technician Certification with excellent attendance and a 3.81 grade point average. Luis gained employment in his field and remains employed. Another customer, Elizabeth, also received assistance with Pharmacy Technician Training. She was certified through the Arizona State Board of Pharmacy and remains employed in the field of her choice.

### **Youth CareerConnect Program**

Santa Cruz collaborated with the office of the Santa Cruz County Superintendent to support Pima County in its grant application for the Youth Career Connect Program, which provides the opportunity to establish a STEM training center at each high school to offer Career Readiness & Educational Opportunities. These centers will offer continued tutoring, instruction, advanced projects and college and career readiness services.

The training centers will be established as a school within a school that will focus on all STEM careers, specifically targeting mathematics, adopting the Metromatematicas Learning Program, which represents a new model of teaching mathematics.

## **Southeastern Arizona Workforce Connection**

### **LWIA Business Plan**

The LWIB convened Workforce Investment Act, DES-Employment Services, Veteran Services and Vocational Rehabilitation staff to develop the business plan for the three-county consortium (Cochise, Graham and Greenlee Counties). Teams consisting of the Welcome Function, Business Services Function, Youth Services Function and Improved Services for Adult and Dislocated Workers Function were formed to review and plan for seamless services to employers, job seekers and others utilizing our services. Each function team also met to develop a vision statement, mission statement goals and objectives for each function.

### **Program Highlights**

#### **Southeastern Arizona Mining Sector (SEAMS) Partnership**

On March 26, 2014, the local area held its first sector partnership launch meeting at Eastern Arizona College, Safford, with over 40 support/business partners of the mining sector from Southeast Arizona in attendance. Instead of listing challenges, attendees focused on opportunities they would obtain by working together as a group. The partnership set up committees for marketing, technical issues and education and has planned conference calls and further meetings to continue the dialogue.

#### **Veterans Stand Down Event**

The first stand down event in Southeastern Arizona to aid homeless and at risk veterans was held May 16, 2014. A committee of volunteers was formed to include workforce offices, state services, American Legions and local entities to coordinate the event; a Southeastern Arizona Workforce Connection employee was the chairman. Thirty providers, including federal, state, local and private industries, volunteered their services at the event: benefits information, mental health services, health screenings, employment services, legal aid, housing information, spiritual services, social security information, picture ID services and veterinarian services. The event offered hygiene kits, clothing, showers, haircuts, free transportation and meals to attendees. Fifty registered veterans attended and received services.

#### **Summer Youth Program-Greenlee County**

The Southeastern Arizona Workforce Connection received a \$36,000 grant from the Freeport McMoRan Copper & Gold Foundation for its summer youth internship 2014 program. Funds are utilized to serve youth not eligible for the WIA Program. The Workforce Connection placed 30 youth with different businesses/organizations in Greenlee County, and thus far, three youth have been hired permanently by the employer.

### **“LIVE in Cochise County” Library Tours**

The Business Outreach Coordinator of the Southeastern Arizona Workforce Connection toured Cochise County libraries together with Goodwill staff and the DES Veterans Supervisor. Staff offered presentations on interviewing techniques, resume building, and dress for success workshops to county residents.

## **Yavapai Workforce Connection**

### **LWIA Business Plan**

The Yavapai LWIA developed its Five Year Integrated Business Plan with the goal to clearly identify and describe the population’s strengths and opportunities. The plan established the framework for the work to be accomplished in the Yavapai County One-Stop Career Centers for 2014- 2017 and describes key strategies that will be implemented based upon research, analysis, and demand in the area. Four industry partnerships were prioritized:

- Energy / Renewable Energy;
- Light Manufacturing / Engineering;
- Medical Services; and
- Viticulture.

Cross Program Strategies: The Northern Arizona Council of Governments (NACOG) Economic Development District, economic development organizations, public and private education and the Yavapai County LWIA system will partner for “cross program integration strategies.”

- Identification of the need for degreed programs to produce a highly qualified labor force to satisfy the technical driven demands of local industry will be accomplished; and
- Strategic alignment of youth with the Joint Technical Education District (JTED).

Business Strategies: The local area will continue the Business Assistance Center (BAC), which is a center devoted to developing small and home-based business entrepreneurs. This non-traditional option for dislocated workers will also promote sector strategies that have been established for Yavapai County, which include manufacturing, viticulture, medical and energy.

Functional Alignment Teams: The Yavapai County LWIA has established and begun implementation of functional alignment teams to identify goals and strategies to be implemented in each of the One-Stop Career Centers in Yavapai County. The Welcome Team, Skills & Career Development Team and the Business Services Team will each develop goals and strategies and present them to the Local Workforce Investment Board (LWIB) for final approval before implementation. Each team will also provide quarterly reports to the LWIB to keep them abreast of current information. Initial cross training has been accomplished by the NACOG Regional Director and One-Stop Coordinator.

## **Program Highlights**

### **Business Assistance Center**

The Business Assistance Center (BAC) offers courses and workshops on various topics conducted by subject matter experts, and hosts job fairs and offers interviewing assistance for companies operating in various industries, such as retail, construction, solar panel manufacture and installation, electric industry and fiber optic installation. Since its inception in 2010, the BAC has assisted more than 13,000 individuals representing over 1,700 agencies or groups with access to business consultants and mentors, technical assistance, business skills development and training, leadership development, job training grants, and labor recruitment and development as well as 14,000 hours of usage and 809 reported job placements. In PY 2013, Yavapai continued partnering with Customized Training Solutions of Arizona (CTSaz), Systems Technology Staffing (STS) to provide education for individuals interested in entrepreneurship, individuals interested in growing their businesses and motivating businesses to remain in the rural area.

The Yavapai LWIA established a new partnership with the U.S. Department of Agriculture through a Rural Business Enterprise Grant (RBEG). This grant allowed for the continuation of the BAC and provided technical assistance for expansion into other regions. Both of the BAC locations in Yavapai County have experienced steady usage and support from local communities since their inception. The business model and best practices have been duplicated in the Business Success Center in the Copper Corridor, and other communities in the region have expressed an interest in developing a similar concept. The BAC concept has been nationally recognized and has received innovation awards from the National Association of Development Organizations (NADO) and the Governor of Arizona's office.

### **Leadership Community**

Yavapai LWIA partnered with the Town of Prescott Valley in PY 2013 to develop a "Leadership Community." Five youth from the area participated in a leadership training program the last week of May 2014 and were then placed in various positions throughout the County for work experience. These youth visited various town departments and "job shadowed" the Mayor for the day. At the conclusion of the Summer Youth Program, one lucky youth was honored as "Mayor for the Day" with Mayor Harvey Skoog of Prescott Valley.

### **Partnership with the Greater Prescott Regional Economic Partnership (GPREP)**

The Yavapai LWIA entered a new partnership this year with the Greater Prescott Regional Economic Partnership (GPREP). The NACOG Regional Director is a member of the Board of Directors and also participates on the Business Action Team for GPREP. This regional economic partnership enables the NACOG WIA Program to be informed about new business opportunities in the county.

### **Performance Review**

Performance measures are continually reviewed for accuracy through our NACOG MIS Coordinator. Participant files are continually reviewed and the Yavapai County LWIB approved the use of an outside vendor for continual review of the performance measures, especially where Literacy/Numeracy was involved.

This particular performance measure was a challenge for Yavapai County, but this measure was also accomplished for 2013. The ability to access AJC for continual reporting on performance measures enabled the MIS Coordinator to stay on top of participants entered into the AJC system for WIA Services.

## **Yuma Private Industry Council**

### **LWIA Business Plan**

The Yuma County Administrator provided initial directions to develop the Five Year Business Plan by working with the Yuma County Workforce System Team as directed in the Concept Plan, seeking approval from the LWIB, and then forwarding the finalized plan to the Yuma County Board of Supervisors for their review and approval. Key community partners and stakeholders were included in the planning process and writing of the Five Year Business Plan.

The Yuma Private Industry Council (YPIC) continues to convene bi-annual partner meetings to address new and existing economic issues. These meetings ensure participation of the key stakeholders and identify new partners that are invited to participate and collaborate on issues that impact Yuma County. New and existing data collected support the development of new strategic plans that ensure workforce is in alignment with identified employer needs. YPIC is in alignment with the Greater Yuma Economic Development Corporation's (GYEDC) sectors and clusters of occupations:

- Food Technology / Agribusiness;
- Aviation and Defense Testing;
- Manufacturing;
- Healthcare;
- Logistics and Transportation; and
- Renewable Energy.

### **Program Highlights**

#### **Martin Luther King (MLK) Youth Career Center**

The MLK Youth Career Center serves as a "One-Stop" marketplace delivering education, employment, and vocational training services geared to help youth between the ages of 16 - 21 to find jobs and/or educational training services. The MLK has non-traditional hours as needed to assist youth in the community. All Youth Services are located at one site: recruitment, eligibility, assessment, services and follow-up. An orientation course is held on site in collaboration with Arizona Western College, and Job Corp is represented and co-facilitates MLK/Youth Services Orientations. MLK staff also developed a referral process to Crossroads Mission for GED vouchers for those individuals who did not qualify for WIA and/or adults that were tested at the Center. The Center is currently the only location to offer Pre-GED testing for free.

### **Youth CareerConnect**

Innovation Frontier Arizona which consists of Cochise County, Pima County, Santa Cruz County, and Yuma County applied for and received a Youth Career Connect Grant. Pima County took the lead in writing the grant with assistance from the other three counties. This is an effective partnership of the four counties that began in 2007 with the WIRED grant and has continued. In Yuma County, the Youth Career Connect Grant will provide education and training for high school students in two career pathways, Industrial Technology and Cyber Security. The Yuma Union High School District, Arizona Western College, Employers and YPIC will be partnering to provide opportunities for the enrolled students. Students will receive up to four years of training in one of these career pathways, which will include classes taken in high school for college credit, internships and tuition assistance for college classes after high school to receive certificates and associates degrees in the chosen career.

### **Process Improvement Teams**

YPIC utilizes process improvement teams to identify areas or departments requiring improvements or program modifications to increase productivity or reduce duplication of services. The team takes action to solve identified problems and brainstorm new and innovative ideas for delivering services. The group pools their knowledge, skills, and experience to tackle problems and deliver effective and permanent solutions.

## **SERVICE TO VETERANS**

The following section highlights activities provided to Arizona's Veteran population during PY 2013.

### **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 \$3,816,000, 100 percent federally funded grant 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 October 1, 2012 through June 30, 2013, the total number of veterans and eligible persons seen by the DES Employment Administration was 21,776.

### **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 57,849 homeless veterans who, on any given night, "combat" life on the streets. Homeless veterans are brought together in a single location for one-to-three days and are provided access to the community resources needed to begin addressing their individual problems and rebuilding their lives. LVER and DVOP staff assists in the development, coordination, and facilitation of “Stand Down” events in their locations.

<b>Table 9: Stand Down</b>	
<b>Stand Down</b>	<b>Number of Homeless Veterans</b>
Phoenix Stand Down	1,985
Tucson Stand Down	301
Prescott Stand Down	223
Pinal County Stand Down	225
Flagstaff Stand Down	121
Bullhead City Stand Down	47
Yuma Stand Down	45

### Gold Card Initiative

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

Arizona has embraced the Gold Card Initiative in all the One-Stop offices throughout the state. Upon obtaining a Gold Card, an eligible veteran can present the Gold Card at his/her local One-Stop Career Center to receive enhanced intensive services including six months of follow-up. All veterans are scheduled to meet with a DVOP staff member immediately upon presentation of their Gold Card. The DVOP staff then conduct assessments to determine if the veteran meets eligibility for Title 38. Once eligibility is established, the veteran is provided an array of intensives service 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 2013:

<b>Table 10: Hiring Events in PY2013</b>	
<b>Event Type</b>	<b>No. of Events</b>
Veteran focused hiring events	109
Yellow Ribbon	27
Employment related workshops	411

# REPORTING

## **Program Reporting**

Arizona uses the AZ Job Connection (AJC) case management system. It is hosted by America's Job Link Alliance (AJLA), which was founded in 2001. AJLA is an association of state workforce agencies 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. The U.S. DOL encourages the use of state partnerships to support the public workforce investment system, as described in Training and Employment Notice 07-11, released August 30th, 2011.

As an AJLA member Arizona is completely involved in the design and ongoing development of AJLA products. Arizona currently has two staff who attend the AJLA Steering Committee meetings three times a year and provides a nominating representative, who along with 16 other states approves requests for system enhancements. AJLA has two sub-committees: America's JobLink and Reporting. One of Arizona's staff has chaired the Reporting Sub-Committee for two years, PY 2012 and PY 2013.

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.

The WIA Technical Assistance Conference "Arizona's Workforce System – Moving Forward" was held August 21 through August 22, 2013. During the two-day conference U.S. DOL/ETA and DES WIA Section staff conducted workshop sessions on WIA Program Performance and Reporting and Literacy and Numeracy. These sessions provided definitions, calculations and timing of key factors contributing to a positive outcome for performance. There was also in-depth discussion of Literacy/Numeracy gains and the various aspects of this measure, including definitions, assessment, outcome calculations, and federal requirements.

The DES WIA Section Data and Reporting Coordinator continues to work with the local areas to correct data that is found missing or causing an error when the EDRVS identifies a data error when submitting the WIASRD file. This ensures data integrity when submitting reports to the U.S. DOL.

## **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 105<sup>th</sup> Congress, referred to as the Workforce Investment Act of 1998.

## Five Percent Discretionary Funds

For PY 2013 the portion of the formula grant funds the Governor was permitted to reserve for statewide activities remained at five percent. As a result, states were authorized to reserve for state administration no more than five percent of the total allotment for WIA Youth, Adult and Dislocated Worker Programs. These funds were used for required statewide activities which included:

- **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 five percent discretionary funds included:

- AJLA hosting AJC system: The state transitioned hosting of the web-based program to AJLA and was funded by WIA five percent discretionary funds;
- Development of AJC Fiscal Link: The state is working with AJLA to develop a financial component to the AJC system, utilizing the WIA five percent discretionary funds; and
- Arizona Apprenticeship Program activities.

Arizona received Section 503 (Title V) incentive funds in the amount of \$696,551 for exemplary performance based on PY 2011 qualifying performance levels. These funds were

divided equally between DES and ADE. Funds were allocated to LWIAs based on exceeding negotiated levels of performance in the prior year.

## COST EFFECTIVENESS

Arizona expended WIA Title IB funds of \$44,450,320 to provide services and activities through the Arizona Workforce Connection One-Stop system for PY 2013 (July 1, 2013 through June 30, 2014). A total of 11,013 participants were served through formula funding provided to the 12 LWIA's. 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 8: Program Cost**

<b>Program</b>	<b>PY 2013 Participants</b>	<b>Cost per Participant</b>
Overall for all programs*	11,013	\$4,036*
Adult Program	4,899	\$2,522
Dislocated Worker Program	2,604	\$6,101
Youth Program	3,510	\$3,575

\*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

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

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

Customer Satisfaction outcomes are reported at the State level. 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.

### **Balanced Scorecard**

A team of State and local workforce partners has drafted the Arizona Balanced Scorecard/Performance Management Dashboard as described in the State Integrated Workforce Plan.<sup>16</sup> Indicators include fiscal and customer success and allow for inclusion of local board measures. A baseline report will be prepared in PY 2014 for further review before finalization of the tool.

### **Review of the Eligible Training Provider List**

In conjunction with the revision of the operational policies for the ETPL, the State ETPL Coordinator developed a process with the LWIAs to review their providers. This includes a review of the accuracy of information, fit with the local area sector strategies, and a discussion of factors that may affect the delivery of training including, for example, the use of third-party training providers and technology-based learning.

### **Review of the Registered Apprenticeship Program**

In PY 2013, compliance reviews and technical assistance for all registered programs were a priority for the State Registered Apprenticeship Program Coordinator. One objective for the program is to strengthen linkages to the LWIAs, and the Coordinator is working with designated LWIA staff across the state to review existing programs and assess fit with local area sector strategies.

## **PERFORMANCE DATA**

In PY 2013, Arizona began using the common measure performance indicators as outlined in the Training and Employment Guidance Letter (TEGL) 17-05. In setting performance goals for the WIA, 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

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<sup>16</sup> State of Arizona Integrated Workforce Plan, p. 35, <https://www.azdes.gov/uploadedFiles/Employment/Arizona-Integrated-Workforce-Plan-2012-2017.pdf>.

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. Credentials continue to be a focus and of high priority with the President and Secretary of Labor; therefore, reporting of credentials is required of all states, regardless of the common measure waiver. Arizona did not require specific performance on these measures, but we are tracking for performance levels using PY 2012 levels for the goal.

The performance goals for PY 2013 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.

<b>Table 11: Arizona Performance Goals for PY 2013</b>	
<b>Adult</b>	
Entered Employment Rate	74.5%
Employment Retention Rate	84.0%
Average Earnings	\$13,200
<b>Dislocated Worker</b>	
Entered Employment Rate	83.5%
Employment Retention Rate	88.8%
Average Earnings	\$16,700
<b>Youth (14 – 21)</b>	
Placement in Employment/Education Rate	62.5%
Attainment of Degree/Certificate Rate	60.5%
Literacy/Numeracy Gains	43.0%

# 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
Participants	1,019	7,483	7,483	91%
Employers	516	4,919	4,919	84%

**Table B – Adult Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Entered Employment Rate	74.5%	75.2% <u>1,722</u>	100.9%
		2,290	
Employment Retention Rate	84.0%	84.1% <u>2,260</u>	100.1%
		2,688	
Average Earnings	\$13,200	\$13,185 <u>\$27,847,407</u>	99.9%
		2,112	
Employment and Credential Rate	66.0%	64.6% <u>1,414</u>	97.9%
		2,188	

**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	75.0% <u>837</u>	77.9%	58.3% <u>134</u>	66.0% <u>188</u>
	1116		60	285
Employment Retention Rate	81.6% <u>925</u>	79.6%	63.9% <u>152</u>	82.7% <u>220</u>
	1134		36	266
Average Earnings Rate	\$11,394 <u>\$9,718,849</u>	\$15,687	\$7,647 <u>\$2,180,430</u>	\$12,312 <u>\$2,487,058</u>
	853		139	
Employment and Credential Rate	60.8% <u>565</u>	64.8%	37.1% <u>105</u>	62.6% <u>137</u>
	929		35	219

**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	76.1% <u>67</u>	72.8%	76.6% <u>560</u>
	88		769
Employment Retention Rate	82.5% <u>104</u>	82.0%	85.1% <u>627</u>
	126		765
Average Earnings Rate	\$11,632 <u>\$1,163,154</u>	\$11,968	\$13,816 <u>\$7,085,031</u>
	100		592
			<u>\$19,536,284</u>
			1,414



**Table E – Dislocated Worker Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level		% Goal Achieved
Entered Employment Rate	83.5%	81.0%	1,381	97.0%
			1,704	
Employment Retention Rate	88.8%	88.4%	1,522	99.6%
			1,721	
Average Earning	\$16,700	\$15,650	\$22,019,226	93.7%
			1,407	
Employment and Credential Rate	72.0%	67.0%	755	93.1%
			1,127	

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

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	80.7%	117	90.9%	10	70.8%	272	61.9%	26
		145		11		384		42
Employment Retention Rate	89.2%	132	100%	13	86.4%	312	90.7%	39
		148		13		361		43
Average Earnings	\$17,390	\$2,034,673	\$9,638	\$106,020	\$14,925	\$4,119,161	\$11,199	\$380,758
		117		11		276		34
Employment and Credential Rate	69.3%	79	83.3%	5	61.1%	151	57.1%	20
		114		6		247		35

**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	68.1%	32	76.6%	423	83.8%	926
		47		552		1,105
Employment Retention Rate	92.5%	37	87.1%	484	89.0%	1,000
		40		556		1,124
Average Earnings Rate	\$14,552	\$494,754	\$14,944	\$6,844,414	\$16,044	\$14,680,058
		34		458		915

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

Reported Information	Negotiated Performance Level	Actual Performance Level		% Goal Achieved
Placement in Employment or Education	62.5%	67.7%	994	108.3%
			1,469	
Attainment of Degree or Certificate	60.5%	63.5%	971	105.0%
			1,529	
Literacy and Numeracy Gains	43.0%	56.9%	344	132.3%
			605	

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	67.9%	577	100%	1	61.9%	60	67.4%	561
		850		1		97		833
Attainment of Degree or Certificate Rate	63.5%	545	0%	0	58.8%	60	59.2%	480
		858		1		102		811
Literacy and Numeracy Gains	57.1%	189	100%	1	43.6%	17	57.1%	344
		331		1		39		603

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

Reported Information	Negotiated Performance Level	Actual Performance Level		% Goal Achieved
Entered Employment Rate	73.0%	72.3%	342	99.0%
			473	
Employment Retention Rate	82.0%	84.7%	365	103.3%
			431	
Six Months Earnings Increase	\$4,050	\$5,110	\$1,926,577	126.2%
			377	
Credential Rate	50.0%	44.2%	271	88.4%
			613	

Table I – Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	71.7%	187	100	1	80.0%	20	72.3%	298
		261		1		25		412
Employment Retention Rate	84.2%	192	0	0	89.5%	17	83.2%	302
		228		1		19		363
Six Months Earnings Increase	\$4,731	\$941,530	0	0	\$3,087	\$52,473	\$4,975	\$1,567,199
		199		0		17		315
Credential Rate	43.3%	142	0	0	41.4%	12	42.6%	223
		328		1		29		523

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

Reported Information	Negotiated Performance Level	Actual Performance Level		% Goal Achieved
Skill Attainment Rate	83.0%	80.4%	1,630	96.9%
			2,027	
Youth Diploma or Equivalent Rate	68.0%	69.2%	445	101.8%
			643	
Retention Rate	66.0%	65.7%	662	99.5%
			1,008	

Table K – Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	79.9%	931	82.8%	169	68.3%	373
		1,166		204		546
Youth Diploma or Equivalent Rate	68.0%	248	79.2%	38	56.9%	116
		365		48		204
Retention Rate	64.9%	356	60.3%	41	61.1%	275
		549		68		450

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	78.2%	2,228	\$4,348	\$11,465,280	2.3%	40	\$5,130	\$8,294,865	58.6%	639
		2,848		2,637		1,722		1,617		1,091
Dislocated Workers	80.2%	1,511	\$104	\$23,684,596	1.1%	15	\$6,984	\$9,071,859	55.7%	516
		1,885		\$22,717,741		1,381		1,299		926
Older Youth	73.5%	333	\$4,176	\$1,661,931	2.6%	9	\$3,385	\$1,073,132		
		453		398		342		317		

Table M – Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	106,959	100,077
Total Adult Self-Service	99,484	95,783
WIA Adult	104,383	98,666
Actual WIA Adults Served	4,899	2,883
WIA Dislocated Worker	2,604	1,420
Total Youth (14-21)	3,510	1,426
Younger Youth (14-18)	2,418	869
Older Youth (19-21)	1,092	557
Out-of-School Youth	1,546	822
In-School Youth	1,964	604

Table N – Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		\$12,357,295
Local Dislocated Workers		15,886,249
Local Youth		12,547,007
Rapid Response (up to 25%) §134 (a) (2)(A)		1,470,341
Statewide Required Activities (up to 15%) §134(a)(2)(B)		*708,186
Statewide Allowable Activities §134(a)(3)	<b>Program Activity Description</b>	
	State Administration	1,481,242
	Demonstration Projects	0.00
<b>Total of All Federal Spending Listed Above</b>		<b>\$44,450,320</b>

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

# LOCAL WORKFORCE INVESTMENT AREA PERFORMANCE TABLES

Table O – Local Performance

<b>Coconino County</b>	Total Participants Served	Adults	3,819
		Dislocated Workers	27
		Older Youth	6
		Younger Youth	37
ETA Assigned # <u>04065</u>	Total Exiters	Adults	3,690
		Dislocated Workers	12
		Older Youth	6
		Younger Youth	18

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
<b>Common Measures</b>				
Entered Employment Rates	Adults	74.5%	93.0%	124.8%
	Dislocated Workers	84.0%	100.0%	119.0%
Retention Rates	Adults	85.0%	95.0%	111.8%
	Dislocated Workers	87.5%	100.0%	114.3%
Average Earnings	Adults	\$13,200	\$21,057	159.5%
	Dislocated Workers	\$16,400	\$15,927	97.1%
Placement in Employment or Education	Youth (14-21)	62.5%	81.0%	129.6%
Attainment of Degree or Certificate	Youth (14-21)	60.5%	95.0%	157.0%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	100.0%	232.6%
<b>Statutory Measures</b>				
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	87.5%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$1,730	N/A
Skill Attainment Rate	Younger Youth	N/A	100.0%	N/A
Credential/Diploma Rates	Adults	N/A	77.8%	N/A
	Dislocated Workers	N/A	33.3%	N/A
	Older Youth	N/A	66.7%	N/A
	Younger Youth	N/A	100.0%	N/A
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
			<b>1</b>	<b>8</b>

Table O – Local Performance

<b>Gila/Pinal Counties</b>	Total Participants Served	Adults	7,727
		Dislocated Workers	0
		Older Youth	85
		Younger Youth	129
ETA Assigned # <u>04010</u>	Total Exiters	Adults	6,882
		Dislocated Workers	0
		Older Youth	6
		Younger Youth	26

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
<b>Common Measures</b>				
Entered Employment Rates	Adults	74.5%	78.0%	104.7%
	Dislocated Workers*	See REPAC-Table O		
Retention Rates	Adults	84.0%	84.0%	100.0%
	Dislocated Workers*	See REPAC-Table O		
Average Earnings	Adults	\$13,200	\$14,594	110.6%
	Dislocated Workers*	See REPAC-Table O		
Placement in Employment or Education	Youth (14-21)	62.5%	66.0%	105.6%
Attainment of Degree or Certificate	Youth (14-21)	60.5%	82.0%	135.5%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	54.0%	125.6%
<b>Statutory Measures</b>				
Entered Employment Rates	Older Youth	N/A	80.0%	N/A
Retention Rates	Older Youth	N/A	88.0%	N/A
	Younger Youth	N/A	58.0%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$6,193	N/A
Skill Attainment Rate	Younger Youth	N/A	76.7%	N/A
Credential/Diploma Rates	Adults	N/A	57.6%	N/A
	Dislocated Workers*	See REPAC-Table O		
	Older Youth	N/A	33.3%	N/A
	Younger Youth	N/A	76.0%	N/A
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
			<b>1</b>	<b>5</b>

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

Table O – Local Performance

<b>Maricopa County</b>	Total Participants Served	Adults	21,451
		Dislocated Workers	485
		Older Youth	102
		Younger Youth	228
ETA Assigned # <u>04035</u>	Total Exiters	Adults	21,314
		Dislocated Workers	362
		Older Youth	131
		Younger Youth	167

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
<b>Common Measures</b>				
Entered Employment Rates	Adults	74.5%	74.0%	99.3%
	Dislocated Workers	83.0%	78.0%	94.0%
Retention Rates	Adults	84.0%	86.0%	102.4%
	Dislocated Workers	87.5%	88.0%	100.6%
Average Earnings	Adults	\$13,200	\$13,769	104.3%
	Dislocated Workers	\$16,400	\$16,826	102.6%
Placement in Employment or Education	Youth (14-21)	62.5%	62.0%	99.2%
Attainment of Degree or Certificate	Youth (14-21)	60.5%	61.0%	100.8%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	64.0%	148.8%
<b>Statutory Measures</b>				
Entered Employment Rates	Older Youth	N/A	68.0%	N/A
Retention Rates	Older Youth	N/A	81.3%	N/A
	Younger Youth	N/A	63.4%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$4,829	N/A
Skill Attainment Rate	Younger Youth	N/A	67.1%	N/A
Credential/Diploma Rates	Adults	N/A	71.7%	N/A
	Dislocated Workers	N/A	70.2%	N/A
	Older Youth	N/A	51.8%	N/A
	Younger Youth	N/A	61.2%	N/A
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
			<b>3</b>	<b>6</b>

Table O – Local Performance

<b>Mohave/La Paz County</b>	Total Participants Served	Adults	5,537
		Dislocated Workers	75
		Older Youth	17
		Younger Youth	135
ETA Assigned # <u>04070</u>	Total Exiters	Adults	5,267
		Dislocated Workers	28
		Older Youth	9
		Younger Youth	34

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
<b>Common Measures</b>				
Entered Employment Rates	Adults	74.5%	76.0%	102.0%
	Dislocated Workers	75.0%	92.0%	122.7%
Retention Rates	Adults	84.0%	93.0%	110.7%
	Dislocated Workers	87.5%	89.0%	101.7%
Average Earnings	Adults	\$11,500	\$11,747	102.1%
	Dislocated Workers	\$14,600	\$14,271	97.7%
Placement in Employment or Education	Youth (14-21)	62.5%	67.0%	107.2%
Attainment of Degree or Certificate	Youth (14-21)	60.5%	65.0%	107.4%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	60.0%	139.5%
<b>Statutory Measures</b>				
Entered Employment Rates	Older Youth	N/A	54.5%	N/A
Retention Rates	Older Youth	N/A	92.3%	N/A
	Younger Youth	N/A	72.2%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$4,737	N/A
Skill Attainment Rate	Younger Youth	N/A	95.0%	N/A
Credential/Diploma Rates	Adults	N/A	61.9%	N/A
	Dislocated Workers	N/A	72.7%	N/A
	Older Youth	N/A	28.6%	N/A
	Younger Youth	N/A	61.3%	N/A
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
			<b>1</b>	<b>8</b>



Table O – Local Performance

<b>Navajo/Apache Counties</b>	Total Participants Served	Adults	4,143
		Dislocated Workers	31
		Older Youth	11
		Younger Youth	43
ETA Assigned # <u>04095</u>	Total Exiters	Adults	3,756
		Dislocated Workers	14
		Older Youth	4
		Younger Youth	3

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
<b>Common Measures</b>				
Entered Employment Rates	Adults	74.5%	92.0%	123.5%
	Dislocated Workers	83.0%	100.0%	120.5%
Retention Rates	Adults	84.0%	92.0%	109.5%
	Dislocated Workers	87.5%	74.0%	84.6%
Average Earnings	Adults	\$12,600	\$9,337	74.1%
	Dislocated Workers	\$16,400	\$28,396	173.1%
Placement in Employment or Education	Youth (14-21)	62.5%	100.0%	160.0%
Attainment of Degree or Certificate	Youth (14-21)	60.5%	100.0%	165.3%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	0%	0%
<b>Statutory Measures</b>				
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	\$3,390	N/A
Skill Attainment Rate	Younger Youth	N/A	100.0%	N/A
Credential/Diploma Rates	Adults	N/A	86.7%	N/A
	Dislocated Workers	N/A	93.8%	N/A
	Older Youth	N/A	66.7%	N/A
	Younger Youth	N/A	66.7%	N/A
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>2</b>	<b>1</b>	<b>6</b>

Table O – Local Performance

<b>Nineteen Tribal Nations</b>	Total Participants Served	Adults	321
		Dislocated Workers	14
		Older Youth	65
		Younger Youth	252
ETA Assigned # <u>04090</u>	Total Exiters	Adults	160
		Dislocated Workers	1
		Older Youth	24
		Younger Youth	88

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
<b>Common Measures</b>				
Entered Employment Rates	Adults	73.0%	79.0%	108.2%
	Dislocated Workers	75.0%	0%	0%
Retention Rates	Adults	84.0%	77.0%	91.7%
	Dislocated Workers	85.0%	0%	0%
Average Earnings	Adults	\$11,000	\$10,856	98.7%
	Dislocated Workers	\$13,360	\$0	0%
Placement in Employment or Education	Youth (14-21)	62.5%	68.0%	108.8%
Attainment of Degree or Certificate	Youth (14-21)	60.5%	69.0%	114.0%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	38.0%	88.4%
<b>Statutory Measures</b>				
Entered Employment Rates	Older Youth	N/A	71.4%	N/A
Retention Rates	Older Youth	N/A	87.2%	N/A
	Younger Youth	N/A	48.1%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$2,050	N/A
Skill Attainment Rate	Younger Youth	N/A	86.1%	N/A
Credential/Diploma Rates	Adults	N/A	29.8%	N/A
	Dislocated Workers	N/A	0%	N/A
	Older Youth	N/A	18.8%	N/A
	Younger Youth	N/A	71.8%	N/A
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		<b>3</b>	<b>3</b>	<b>3</b>

Table O – Local Performance

<b>Phoenix, City of</b>	Total Participants Served	Adults	24,605
		Dislocated Workers	538
		Older Youth	350
		Younger Youth	532
ETA Assigned # <u>04025</u>	Total Exiters	Adults	21,929
		Dislocated Workers	310
		Older Youth	126
		Younger Youth	167

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
<b>Common Measures</b>				
Entered Employment Rates	Adults	74.0%	73.0%	98.6%
	Dislocated Workers	82.0%	82.0%	100.0%
Retention Rates	Adults	84.0%	84.0%	100.0%
	Dislocated Workers	88.0%	88.0%	100.0%
Average Earnings	Adults	\$13,500	\$13,438	99.5%
	Dislocated Workers	\$17,000	\$17,759	104.5%
Placement in Employment or Education	Youth (14-21)	62.5%	69.0%	110.4%
Attainment of Degree or Certificate	Youth (14-21)	60.5%	58.0%	95.9%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	60.0%	139.5%
<b>Statutory Measures</b>				
Entered Employment Rates	Older Youth	N/A	81.3%	N/A
Retention Rates	Older Youth	N/A	79.1%	N/A
	Younger Youth	N/A	72.4%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$4,130	N/A
Skill Attainment Rate	Younger Youth	N/A	75.6%	N/A
Credential/Diploma Rates	Adults	N/A	64.3%	N/A
	Dislocated Workers	N/A	72.9%	N/A
	Older Youth	N/A	49.0%	N/A
	Younger Youth	N/A	60.2%	N/A
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
			<b>6</b>	<b>3</b>

Table O – Local Performance

<b>Pima County</b>	Total Participants Served	Adults	14,758
		Dislocated Workers	1,056
		Older Youth	320
		Younger Youth	675
ETA Assigned # <u>04030</u>	Total Exiters	Adults	13,750
		Dislocated Workers	543
		Older Youth	180
		Younger Youth	210

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved	
<b>Common Measures</b>					
Entered Employment Rates	Adults	74.5%	72.0%	96.6%	
	Dislocated Workers	83.0%	79.0%	95.2%	
Retention Rates	Adults	82.5%	76.0%	92.1%	
	Dislocated Workers	86.0%	86.0%	100.0%	
Average Earnings	Adults	\$12,762	\$12,353	96.8%	
	Dislocated Workers	\$15,000	\$13,813	92.1%	
Placement in Employment or Education	Youth (14-21)	62.5%	66.0%	105.6%	
Attainment of Degree or Certificate	Youth (14-21)	60.5%	64.0%	105.8%	
Literacy or Numeracy Gains	Youth (14-21)	43.0%	17.0%	39.5%	
<b>Statutory Measures</b>					
Entered Employment Rates	Older Youth	N/A	69.0%	N/A	
Retention Rates	Older Youth	N/A	84.7%	N/A	
	Younger Youth	N/A	62.5%	N/A	
Six Month Earnings Increase	Older Youth	N/A	\$5,406	N/A	
Skill Attainment Rate	Younger Youth	N/A	80.6%	N/A	
Credential/Diploma Rates	Adults	N/A	56.1%	N/A	
	Dislocated Workers	N/A	58.6%	N/A	
	Older Youth	N/A	35.3%	N/A	
	Younger Youth	N/A	66.7%	N/A	
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>	
		<b>1</b>	<b>6</b>	<b>2</b>	

Table O – Local Performance

<b>REPAC Dislocated Worker Consortium*</b>	Total Participants Served	Dislocated Workers	222
ETA Assigned # <u>04010</u>	Total Exiters	Dislocated Workers	43

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Dislocated Workers	83.0%	93.0%	112.0%
Retention Rates	Dislocated Workers	87.5%	88.0%	100.6%
Average Earnings (Adults/DWs)	Dislocated Workers	\$16,400	\$17,746	108.2%
Statutory Measures				
Credential/Diploma Rates	Dislocated Workers	N/A	58.8%	N/A
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>	
			<b>3</b>	

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

Table O – Local Performance

<b>Santa Cruz County</b>	Total Participants Served	Adults	1,580
		Dislocated Workers	4
		Older Youth	0
		Younger Youth	29
ETA Assigned # <u>04040</u>	Total Exiters	Adults	1,842
		Dislocated Workers	2
		Older Youth	0
		Younger Youth	20

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved	
<b>Common Measures</b>					
Entered Employment Rates	Adults	70.5%	71.0%	100.7%	
	Dislocated Workers	74.7%	67.0%	89.7%	
Retention Rates	Adults	84.0%	95.0%	113.1%	
	Dislocated Workers	87.5%	100.0%	114.3%	
Average Earnings	Adults	\$12,500	\$14,375	115.0%	
	Dislocated Workers	\$14,500	\$14,572	100.5%	
Placement in Employment or Education	Youth (14-21)	62.5%	54.0%	86.4%	
Attainment of Degree or Certificate	Youth (14-21)	60.5%	50.0%	82.6%	
Literacy or Numeracy Gains	Youth (14-21)	43.0%	0%	0%	
<b>Statutory Measures</b>					
Entered Employment Rates	Older Youth	N/A	0%	N/A	
Retention Rates	Older Youth	N/A	80.0%	N/A	
	Younger Youth	N/A	61.3%	N/A	
Six Month Earnings Increase	Older Youth	N/A	\$6,978	N/A	
Skill Attainment Rate	Younger Youth	N/A	90.2%	N/A	
Credential/Diploma Rates	Adults	N/A	64.0%	N/A	
	Dislocated Workers	N/A	66.7%	N/A	
	Older Youth	N/A	0%	N/A	
	Younger Youth	N/A	90.0%	N/A	
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>	
		<b>1</b>	<b>3</b>	<b>5</b>	

Table O – Local Performance

<b>Southeastern Arizona Workforce Connection</b>	Total Participants Served	Adults	4,511
		Dislocated Workers	35
		Older Youth	53
		Younger Youth	185
ETA Assigned # <u>04005</u>	Total Exiters	Adults	4,466
		Dislocated Workers	19
		Older Youth	15
		Younger Youth	28

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
<b>Common Measures</b>				
Entered Employment Rates	Adults	74.5%	80.0%	107.4%
	Dislocated Workers	83.0%	87.0%	104.8%
Retention Rates	Adults	84.0%	96.0%	114.3%
	Dislocated Workers	87.5%	96.0%	109.7%
Average Earnings	Adults	\$12,600	\$18,830	149.4%
	Dislocated Workers	\$16,400	\$15,776	96.2%
Placement in Employment or Education	Youth (14-21)	62.5%	73.0%	116.8%
Attainment of Degree or Certificate	Youth (14-21)	60.5%	69.0%	114.0%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	50.0%	116.3%
<b>Statutory Measures</b>				
Entered Employment Rates	Older Youth	N/A	92.3%	N/A
Retention Rates	Older Youth	N/A	87.5%	N/A
	Younger Youth	N/A	71.1%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$13,023	N/A
Skill Attainment Rate	Younger Youth	N/A	89.4%	N/A
Credential/Diploma Rates	Adults	N/A	74.6%	N/A
	Dislocated Workers	N/A	58.1%	N/A
	Older Youth	N/A	64.0%	N/A
	Younger Youth	N/A	86.4%	N/A
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
			<b>1</b>	<b>8</b>

Table O – Local Performance

<b>Yavapai County</b>	Total Participants Served	Adults	5,465
		Dislocated Workers	61
		Older Youth	25
		Younger Youth	64
ETA Assigned # <u>04080</u>	Total Exiters	Adults	5,140
		Dislocated Workers	41
		Older Youth	19
		Younger Youth	27

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
<b>Common Measures</b>				
Entered Employment Rates	Adults	74.5%	100.0%	134.2%
	Dislocated Workers	85.0%	95.0%	111.8%
Retention Rates	Adults	84.0%	98.0%	116.7%
	Dislocated Workers	87.5%	100.0%	114.3%
Average Earnings	Adults	\$13,000	\$13,363	102.8%
	Dislocated Workers	\$13,400	\$11,449	85.4%
Placement in Employment or Education	Youth (14-21)	62.5%	100.0%	160.0 %
Attainment of Degree or Certificate	Youth (14-21)	60.5%	69.0%	114.0%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	36.0%	83.7%
<b>Statutory Measures</b>				
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	95.0%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$4,850	N/A
Skill Attainment Rate	Younger Youth	N/A	92.6%	N/A
Credential/Diploma Rates	Adults	N/A	70.9%	N/A
	Dislocated Workers	N/A	77.8%	N/A
	Older Youth	N/A	55.6%	N/A
	Younger Youth	N/A	73.3%	N/A
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
			<b>2</b>	<b>7</b>



Table O – Local Performance

<b>Yuma County</b>	Total Participants Served	Adults	10,456
		Dislocated Workers	56
		Older Youth	58
		Younger Youth	109
ETA Assigned # <u>04045</u>	Total Exiters	Adults	10,471
		Dislocated Workers	45
		Older Youth	37
		Younger Youth	81

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
<b>Common Measures</b>				
Entered Employment Rates	Adults	74.5%	84.0%	112.8%
	Dislocated Workers	83.0%	81.0%	97.6%
Retention Rates	Adults	84.0%	85.0%	101.2%
	Dislocated Workers	87.5%	94.0%	107.4%
Average Earnings	Adults	\$10,700	\$10,310	96.4%
	Dislocated Workers	\$13,120	\$12,659	96.5%
Placement in Employment or Education	Youth (14-21)	62.5%	75.0%	120.0 %
Attainment of Degree or Certificate	Youth (14-21)	60.5%	63.0%	104.1%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	84.0%	195.3%
<b>Statutory Measures</b>				
Entered Employment Rates	Older Youth	N/A	66.0%	N/A
Retention Rates	Older Youth	N/A	89.7%	N/A
	Younger Youth	N/A	75.6%	N/A
Six Month Earnings Increase	Older Youth	N/A	\$3,840	N/A
Skill Attainment Rate	Younger Youth	N/A	85.3%	N/A
Credential/Diploma Rates	Adults	N/A	52.9%	N/A
	Dislocated Workers	N/A	73.1%	N/A
	Older Youth	N/A	47.1%	N/A
	Younger Youth	N/A	83.8%	N/A
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
			<b>3</b>	<b>6</b>

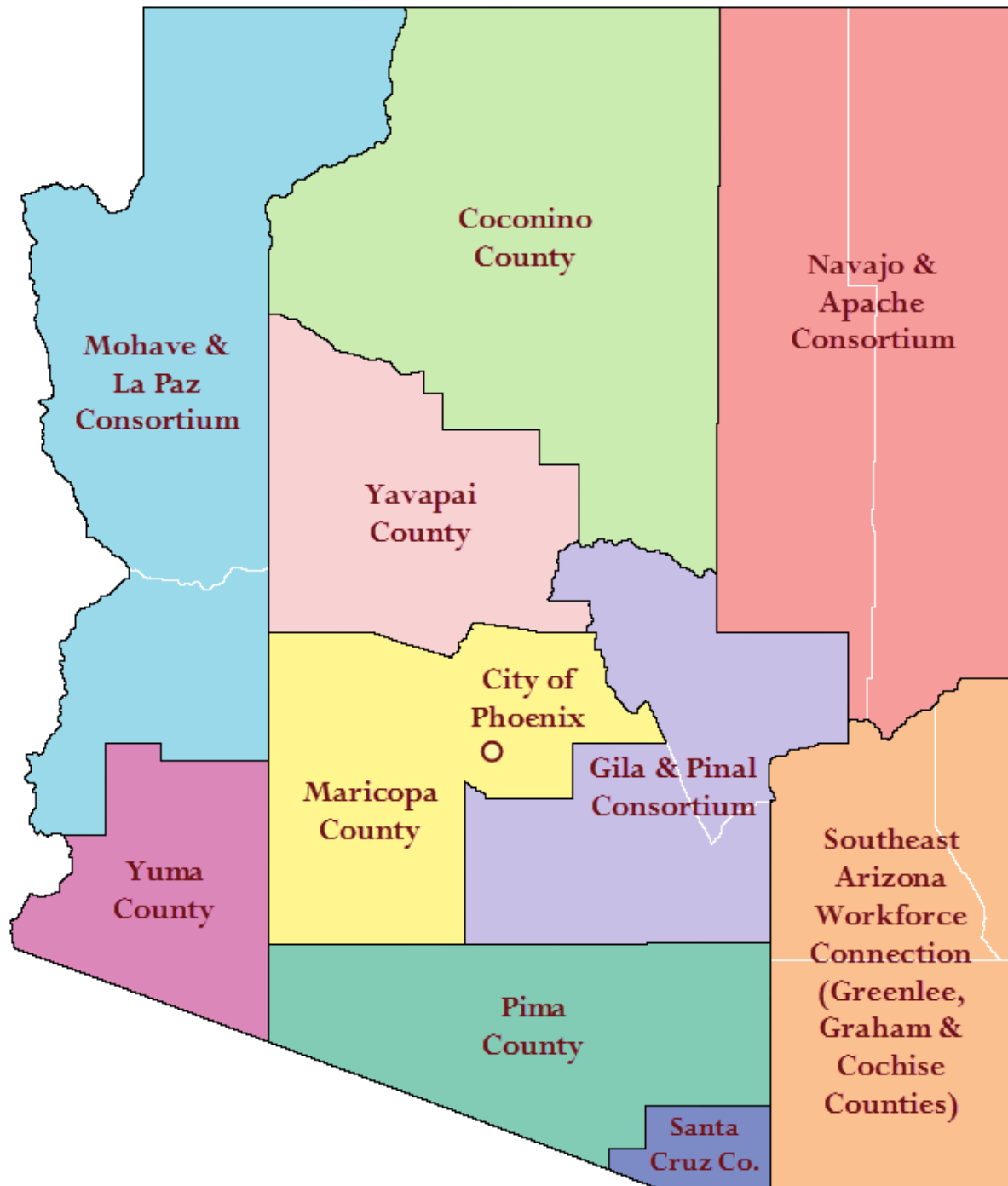
**Table P – Veteran Priority of Service**

	Total	Percent Served
Covered Entrants Who Reached the End of the Entry Period	7,165	N/A
Covered Entrants Who Received a Service During Entry Period	7,164	99.9%
Covered Entrants Who Received a Staff-Assisted Service During Entry Period	278	3.8%

**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	94.1 %	64	93.5%	58	100%	1
		68		62		1
Employment Retention Rate	85.3%	58	84.6%	55	0%	0
		68		65		0
Average Earnings	\$14,714%	\$794,579	\$14,693%	\$749,355	\$0	0
		54		51		0

# LOCAL WORKFORCE INVESTMENT AREA STATEWIDE MAP



# LOCAL WORKFORCE INVESTMENT AREA NINETEEN TRIBAL NATIONS



# LOCAL WORKFORCE INVESTMENT AREA CONTACT INFORMATION

Local Workforce Investment Areas (LWIAs) were designated initially according to the guidelines outlined in the Workforce Investment Act (WIA). For PY 2013, there were 12 designated LWIAs to provide services in their local areas both directly and indirectly. LWIAs offer an array of services, as specified in their LWIA Business Plans, and are accountable to the Local Workforce Investment Boards (LWIBs). The LWIBs are responsible for strategic planning, program oversight, and coordination of resources.

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