



DEPARTMENT OF ECONOMIC SECURITY

Your Partner For A Stronger Arizona

WIOA Title I-B Annual Report

Program Year 2015

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ABBREVIATIONS

AAAC	Arizona Apprenticeship Advisory Committee
ABS	Advanced Business Services
ACA	Arizona Commerce Authority
ADE	Arizona Department of Education
ADOA	Arizona Department of Administration
AJC	Arizona Job Connection
AJLA	America's Job Link Alliance
ALPS	Adult Literacy Plus Southwest
BAC	Business Assistance Center
BLS	Bureau of Labor Statistics
CAA	Community Action Agency
CNA	Certified Nurse Assistant
COPD	Community Outreach Program for the Deaf
COYOTE	COalition YOuth TEam
CSET	Community Services, Education and Training
CTE	Career and Technical Education
CY	Calendar Year
DES	Arizona Department of Economic Security
DERS	Division of Employment and Rehabilitation Services
DVOP	Disabled Veteran Outreach Program
DW	Dislocated Worker
EAGLES	Employing Adolescents Gaining Life Experiences
EcoNA	Economic Collaborative of Northern Arizona
EDRVS	Enterprise Data Reporting and Validation System
ENSN	Employer Network for Special Needs
EPS	(Office of) Employment and Population Statistics
ES	Employment Services
ETA	Employment and Training Administration
ETP	Eligible Training Providers
ETPL	Eligible Training Provider List
FCX	Freeport-McMoRan Inc.
FEDES	Federal Employment Data Exchange System
GINA	Goodwill Industries of Northern Arizona
GDP	Gross Domestic Product
GED	General Educational Development
HPOG	Health Profession Opportunities Grant
IDP	Individual Development Plan
ISD	Integrated Service Delivery
ISS	Individual Service Strategies
JTED	Joint Technological Education District
LVER	Local Veteran Employment Representatives
LWDA	Local Workforce Development Area
LWDB	Local Workforce Development Board

MOU	Memorandum of Understanding
MSA	Metropolitan Statistical Area
NACOG	Northern Arizona Council of Governments
NASTAD	National Association of State and Territorial Apprenticeship Directors
NCCER	National Center for Construction Education and Research
NEAZIWS	Northeastern Arizona Innovative Workforce Solutions
NTN	Nineteen Tribal Nations
NTNWDB	Nineteen Tribal Nations Workforce Development Board
OJT	On-the-Job Training
OMB	Office of Management and Budget
PCC	Pima Community College
PSE	Archery Precision Shooting Equipment
PPEP	Portable Practical Educational Preparation
PY	Program Year
RACC	Registered Apprenticeship College Consortium
SNAP	Supplemental Nutrition Assistance Program
SNAP E & T	Supplemental Nutrition Assistance Program Employment & Training
STEM	Science Technology Engineering Math
TAA	Trade Adjustment Assistance
TEGL	Training and Employment Guidance Letter
TYD	Tucson Youth Development Inc.
UI	Unemployment Insurance
U.S.	United States
U.S. DOL	U.S. Department of Labor
VETS	Veterans Employment Training Services
VR	Vocational Rehabilitation
WAC	Workforce Arizona Council
WACA	Western Apprenticeship Coordinators Association of Arizona
WARN	Workers Adjustment Retraining Notification
WEX	Work Experience
WIA	Workforce Investment Act
WIASRD	Workforce Investment Act Standardized Record Data
WIOA	Workforce Innovation and Opportunity Act
WIRED	Workforce Innovation in Regional Economic Development
WOTC	Work Opportunity Tax Credit
WRIS	Wage Record Interchange System
YPIC	Yuma Private Industry Council

ARIZONA@WORK

Arizona's workforce system operates under the brand ARIZONA@WORK, which was launched February 2016. This new brand encompasses the Workforce Arizona Council (State Council), Department of Economic Security (DES), the Office of Economic Opportunity (OEO), the Arizona Commerce Authority (ACA), the Arizona Department of Education (ADE), Local Workforce Development Areas (LWDAs), as well as their respective Local Workforce Development Boards (LWDBs), comprehensive Job Centers, satellite offices, affiliate sites and an array of workforce partners. The ARIZONA@WORK brand, including the tagline "Innovative Workforce Solutions" was created to increase public awareness and to break down silos among the various workforce partners. The ARIZONA@WORK system is a proud partner of the American Job Center Network. The new name and identity improves awareness of the system, and as ARIZONA@WORK, the system is fully collaborative and unified, with all partners sharing one mission: providing innovative workforce solutions all across our state.

Governor Doug Ducey's vision for Arizona is to build a pro-growth economy that provides opportunity for all and creates prosperous communities. This vision provided the motivation and guidance behind the state's unified workforce development plan, written through a collaborative process involving partners at the state and local levels. The State Council, seated January 2016, is the leading body in implementing and monitoring the state's Unified Plan, providing statewide policy direction, building partnerships and coordinating resources. It oversees the efficiency, accessibility and continuous improvement of Arizona's workforce system. Appointed by the Governor under the Workforce Innovation and Opportunity Act (WIOA), the State Council is comprised of leaders representing private business, labor, community-based organizations, the Arizona Legislature, local government and state agencies. The majority of the State Council represents business, including the chair, as selected by the Governor.

Arizona, with leadership from the Governor and the State Council is motivated to build strong partnerships among the state's LWDAs, core partners and others in order to successfully implement its state plan and the WIOA. This involves creating meaningful linkages between the education and workforce systems, aligning data so that metrics can be better defined and more easily measured, and helping people of all backgrounds gain employment and prosper in a rapidly changing economy. United under a common identifier, the system players are engaging in strategic partnerships that strengthen the State's ability to encourage economic growth by leveraging its qualified workforce.

ARIZONA ECONOMIC ENVIRONMENT

The Arizona Department of Administration (ADOA), Office of Employment and Populations Statistics (EPS) produces demographic, labor force, and economic information for Arizona, and submitted the following summary of economic highlights for program year (PY) 2015.

Arizona's economy consists of a wide range of industries offering opportunities for individuals seeking employment of all types. Since the end of the Great Recession in calendar year (CY) 2009, employment growth has rebounded in a majority of sectors, while CY 2015 personal income levels and state gross domestic product (GDP) both increased over CY 2014 levels. Other indicators of economic importance also show positive improvements for the Arizona economy:

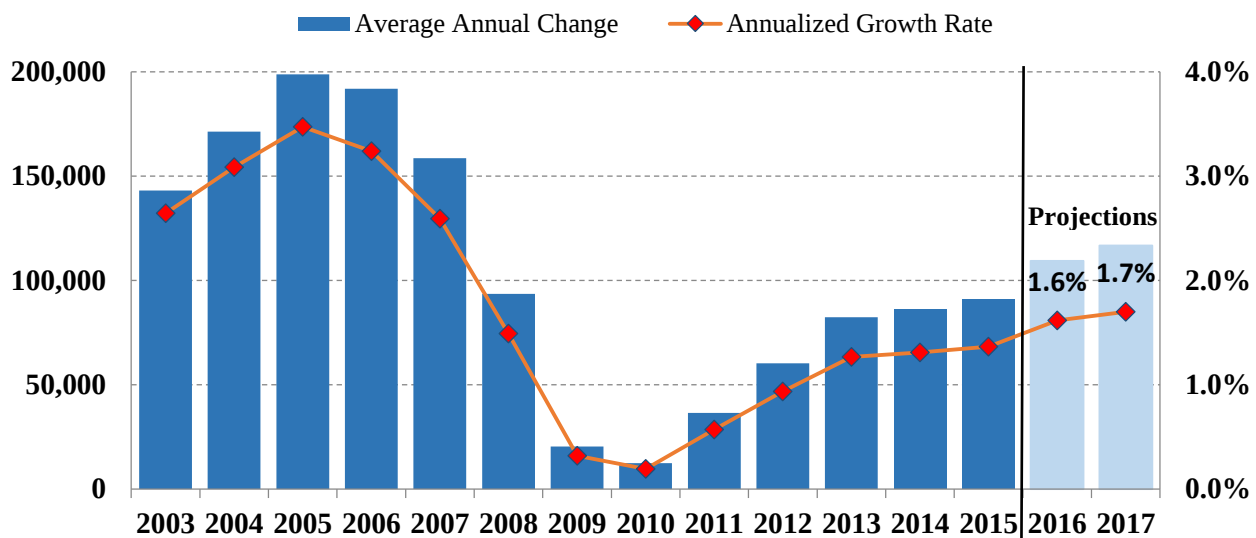
- Population levels continue to increase across the state as individuals abroad seek increased economic opportunities in Arizona.
- Unemployment levels among Arizona residents have declined, while more people joined the labor force in CY 2014 and CY 2015.
- State and local housing sectors continue to improve with gradually rising levels of building construction permits, construction starts, and housing prices.
- Total employment is projected to increase by 2.8% from CY 2015 to CY 2017; however these gains will not be shared equally among all industry supersectors.
- Arizona gained 81,400 nonfarm jobs in PY 2015.
- The State Coincident Index for Arizona, an indicator for measuring economic activity, has increased and nearly exceeded its prior peak in July of 2007.
- Per capita personal income growth in Arizona still lags behind the national average, but it is growing.

This section summarizes labor market and workforce trends occurring within the Arizona economy to help address and manage future workforce challenges.

Figure 1: Arizona Population Projections: 2015 Medium Series						
Year	Population	Population Change	Population % Change	Natural Change (Births-Deaths)	Total Net Migration (Inflows-Outflows)	Special Population Change
2015	6,758,251	-----	-----	34,323	56,685	-----
2016	6,867,641	109,390	1.6%	36,061	72,335	995
2017	6,984,412	116,771	1.7%	36,153	79,599	1,020
Source: ADOA Office of Employment and Population Statistics						

Population growth in Arizona is anticipated to increase 1.6 percent (109,390 individuals) in CY 2016. Roughly 1/3 of this growth is attributed to natural change (more births than deaths), while 2/3 are attributed to net migration (more individuals moving into Arizona than leaving). Special population changes are related to the temporary residencies caused by university students.

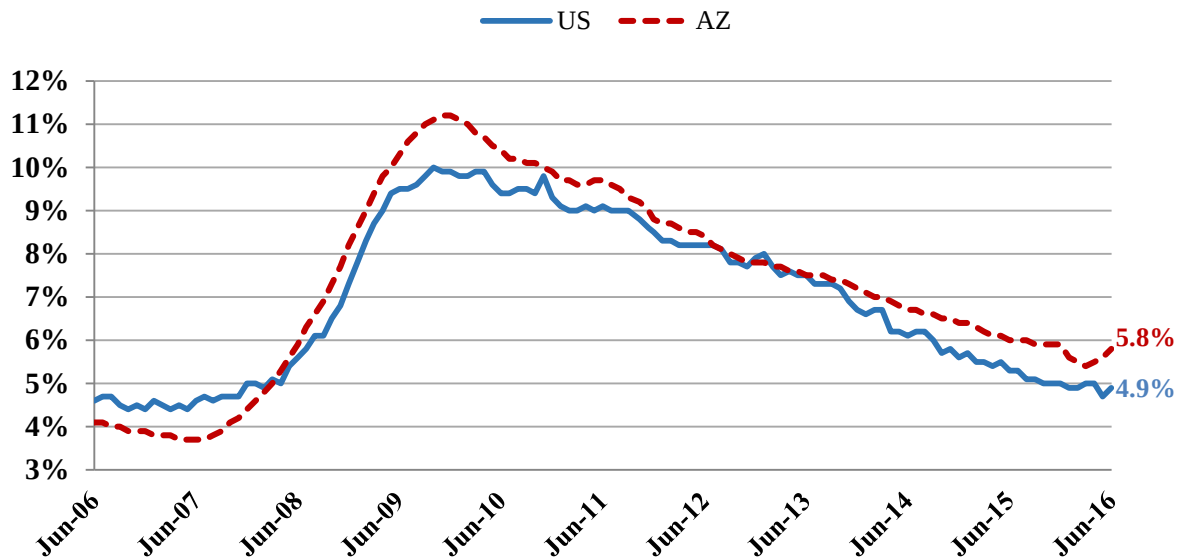
Figure 2: Arizona's Population Growth (2003-2017)



Source: ADOA Office of Employment and Population Statistics

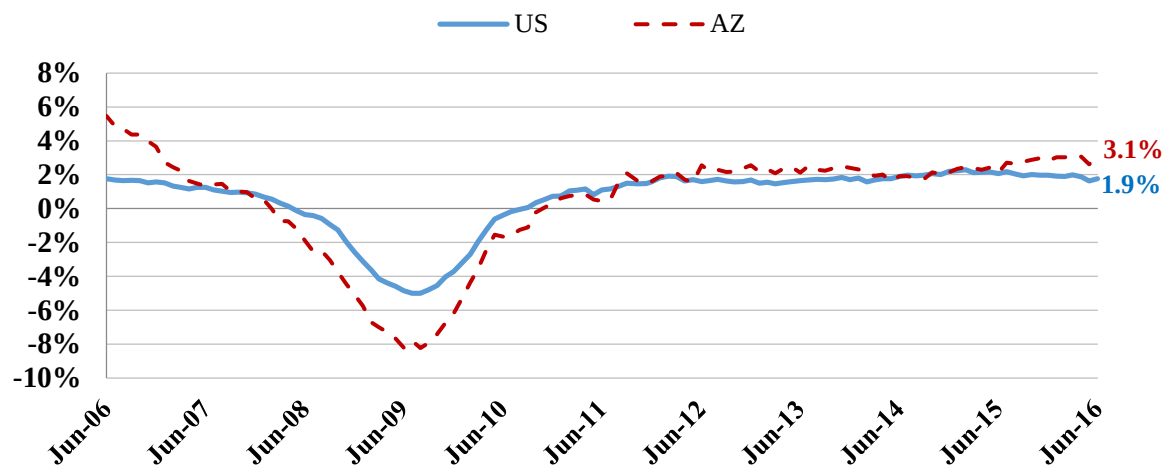
Arizona's population growth rate has increased every year since CY 2010 (see figure 2). CY 2009 and CY 2010 had particularly low population growth rates due to the impacts of the Great Recession. The employment levels in Arizona declined during these years, and as employment opportunity is a major driver of population increases, net migration declined as well. As the state recovered, net migration began to increase. This population growth can, in turn, fuel additional economic growth through the infusion of new consumers demanding goods and services.

**Figure 3: Arizona & US Unemployment Rate
Seasonally Adjusted**



Source: ADOA Office of Employment and Population Statistics

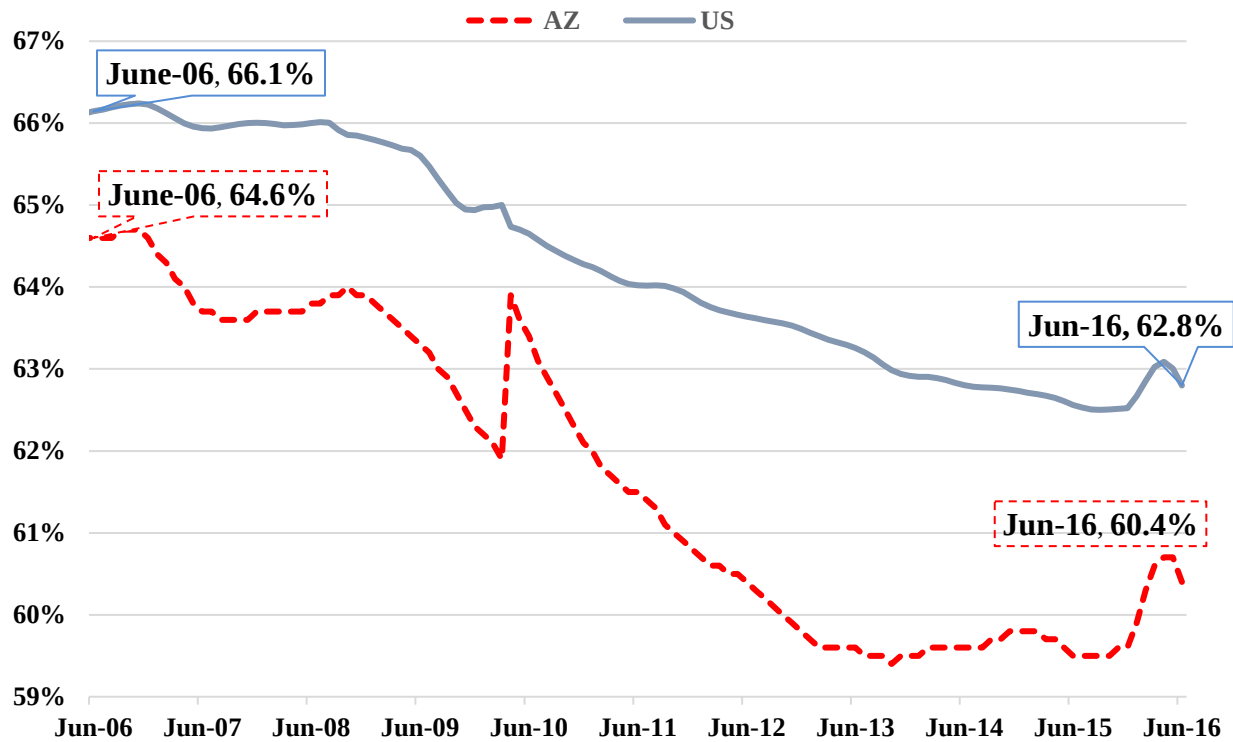
**Figure 4: Arizona & U.S. Nonfarm Employment
Year-to-Year Percent Change**



Source: ADOA Office of Employment and Population Statistics

Since the Great Recession, Arizona's unemployment rate and Arizona's labor force participation rates have generally trended downward. These trends mirror the national trends, as is illustrated in Figures 3 and 4. The seasonally-adjusted unemployment rate for Arizona in PY 2015 started at 6.0 percent, and declined to 5.8 percent at the conclusion of PY 2015. The United States began PY 2015 with a seasonally-adjusted unemployment rate of 5.3 percent that subsequently declined to 4.9 percent by the end of PY 2015.

**Figure 5: Labor Force Participation Rates
United States and Arizona (2006-2016)**



Source: U.S. Bureau of Labor Statistics LAUS Program

The unemployment rate is only one factor to consider regarding labor underutilization. It is also important to understand the number of individuals participating or not participating in the labor force, and if they are not participating, what the potential reasons for this decision are. Figure 5 compares monthly labor force participation rates between the United States and Arizona. The downward trend for the labor force participation rate in both the United States, as well as Arizona, began before the Great Recession. During PY 2015, however, the labor force participation rate began trending upwards in both Arizona and the United States.

Traditional measures of unemployment do not capture all idle segments of the workforce. Some job seekers leave the civilian labor force because they are discouraged. Others working part time would ideally like to be employed full-time. These individuals are not included in the traditional unemployment rate, because they are either employed, though only part time, or are not in the labor force at all. The Alternative Measures of Labor Underutilization estimates, produced by the US Bureau of Labor Statistics, identify these workers as Discouraged, Marginally Attached, or Involuntary Part-time Employed. The most recent data published (annual average ending 2016 Quarter 1) show that all three categories have been declining when compared to levels one year ago (figure 6).

Figure 6: Alternative Measures of Labor Underutilization

<u>Period</u>	<u>Discouraged Workers¹</u>	<u>All Marginally Attached²</u>	<u>Involuntary Part- time Employed³</u>
2014:II – 2015:I	20,900	53,300	195,700
2015:II – 2016:I	12,300	42,800	147,200
Over-the-Year	-8,600	-10,500	-48,500

Source: Bureau of Labor Statistics

Figure 7 shows nonfarm employment levels and the percentage change from prior program years. The increases in PY 2015 were more robust than prior years. In PY 2015, the total nonfarm employment growth rate exceeded the growth rates of the five prior Program Years at 3.2 percent. It also exceeded the growth rate of the United States (1.8 percent). Most supersectors recorded positive growth in PY 2015, and exceeded growth rates recorded in PY 2014. Construction grew by 7.8 percent in PY 2015 (compared to 1.7 percent in PY 2014). Information grew by 7.3 percent (compared to 2.1 percent), and Financial Activities grew by 6.1 percent (compared to 2.1 percent). The largest rate decrease came from Natural Resources and Mining (-7.8 percent in PY 2015 compared to -3.0 percent in PY 2014), but due to the relatively small size of this supersector, that decrease translates into roughly -1,000 jobs.

¹ Discouraged workers are defined by the US Bureau of Labor Statistics as “Persons not in the labor force who want and are available for a job and who have looked for work sometime in the past 12 months, but who are not currently looking because they believe there are no jobs available or there are none for which they would qualify.”

² Marginally attached workers are defined by the US Bureau of Labor Statistics as “Persons not in the labor force who want and are available for work, and who have looked for a job sometime in the prior 12 months, but were not counted as unemployed because they had not searched for work in the 4 weeks preceding the survey. Discouraged workers are a subset of the marginally attached.”

³ Involuntary part-time workers are defined by the US Bureau of Labor Statistics as “Persons working less than 35 hours per week who want to work full time, are available to do so, and gave an economic reason for working part-time.”

Figure 7: Arizona Nonfarm Employment (in thousands)						
	PY 2010	PY 2011	PY 2012	PY 2013	PY 2014	PY 2015
Total Nonfarm	2,362.4	2,423.0	2,474.3	2,521.7	2,575.2	2,656.6
<i>OTY Percentage Change</i>	<i>0.4%</i>	<i>2.6%</i>	<i>2.1%</i>	<i>1.9%</i>	<i>2.1%</i>	<i>3.2%</i>
Natural Resources & Mining	11.6	12.7	13.6	13.3	12.9	11.9
<i>OTY Percentage Change</i>	<i>5.5%</i>	<i>9.5%</i>	<i>7.1%</i>	<i>-2.2%</i>	<i>-3.0%</i>	<i>-7.8%</i>
Construction	112.4	117.0	126.1	125.8	127.9	137.9
<i>OTY Percentage Change</i>	<i>-0.5%</i>	<i>4.1%</i>	<i>7.8%</i>	<i>-0.2%</i>	<i>1.7%</i>	<i>7.8%</i>
Manufacturing	150.4	155.8	155.6	157.2	158.2	160.5
<i>OTY Percentage Change</i>	<i>1.2%</i>	<i>3.6%</i>	<i>-0.1%</i>	<i>1.0%</i>	<i>0.6%</i>	<i>1.5%</i>
Trade, Transportation & Utilities	469.8	472.3	476.1	488.0	500.6	513.0
<i>OTY Percentage Change</i>	<i>0.9%</i>	<i>0.5%</i>	<i>0.8%</i>	<i>2.5%</i>	<i>2.6%</i>	<i>2.5%</i>
Information	37.1	39.9	42.0	44.0	45.3	48.6
<i>OTY Percentage Change</i>	<i>-0.5%</i>	<i>7.5%</i>	<i>5.3%</i>	<i>4.8%</i>	<i>3.0%</i>	<i>7.3%</i>
Financial Activities	171.0	175.5	184.6	189.6	193.6	205.4
<i>OTY Percentage Change</i>	<i>2.6%</i>	<i>2.6%</i>	<i>5.2%</i>	<i>2.7%</i>	<i>2.1%</i>	<i>6.1%</i>
Professional & Business Services	343.1	355.5	373.3	379.7	391.0	406.9
<i>OTY Percentage Change</i>	<i>1.1%</i>	<i>3.6%</i>	<i>5.0%</i>	<i>1.7%</i>	<i>3.0%</i>	<i>4.1%</i>
Education and Health Services	349.5	361.6	366.7	374.5	389.8	411.1
<i>OTY Percentage Change</i>	<i>2.9%</i>	<i>3.5%</i>	<i>1.4%</i>	<i>2.1%</i>	<i>4.1%</i>	<i>5.5%</i>
Leisure & Hospitality	259.0	266.5	273.4	284.4	296.1	303.8
<i>OTY Percentage Change</i>	<i>1.9%</i>	<i>2.9%</i>	<i>2.6%</i>	<i>4.0%</i>	<i>4.1%</i>	<i>2.6%</i>
Other Services	89.2	87.2	87.6	87.9	88.8	88.1
<i>OTY Percentage Change</i>	<i>0.1%</i>	<i>-2.2%</i>	<i>0.5%</i>	<i>0.3%</i>	<i>1.0%</i>	<i>-0.8%</i>
Government	369.3	379.0	375.3	377.3	371.0	369.4
<i>OTY Percentage Change</i>	<i>-4.7%</i>	<i>2.6%</i>	<i>-1.0%</i>	<i>0.5%</i>	<i>-1.7%</i>	<i>-0.4%</i>
Source: ADOA Office of Employment and Population Statistics						

During PY2015, 81,400 jobs were added in Arizona. The supersectors that gained jobs in PY 2015 were Education and Health Services (21,300 jobs); Professional and Business Services (15,900 jobs); Trade, Transportation, and Utilities (12,400 jobs); Financial Activities (11,800 jobs); Construction (10,000 jobs); Leisure and Hospitality (7,700 jobs); Information (3,300 jobs); and Manufacturing (2,300 jobs). The supersectors that lost jobs in PY 2015 were Other Services (-700 jobs); Natural Resources and Mining (-1,000 jobs); and Government (-1,600 jobs).

Figure 8: Arizona Total Nonfarm Gains by Region (in thousands)						
	PY 2010	PY 2011	PY 2012	PY 2013	PY 2014	PY 2015
Arizona	10.5	60.6	51.3	47.4	53.5	81.4
<i>OTY Percentage Change</i>	<i>0.4%</i>	<i>2.6%</i>	<i>2.1%</i>	<i>1.9%</i>	<i>2.1%</i>	<i>3.2%</i>
United States	1,441.0	2,116.0	2,221.0	2,598.0	2,893.0	2,522.0
<i>OTY Percentage Change</i>	<i>1.1%</i>	<i>1.6%</i>	<i>1.6%</i>	<i>1.9%</i>	<i>2.1%</i>	<i>1.8%</i>
Flagstaff MSA	0.2	1.7	1.0	-0.2	1.2	1.0
<i>OTY Percentage Change</i>	<i>0.3%</i>	<i>2.7%</i>	<i>1.6%</i>	<i>-0.3%</i>	<i>1.9%</i>	<i>1.5%</i>
Lake Havasu City-Kingman MSA	-1.0	-0.1	0.4	1.1	0.8	0.2
<i>OTY Percentage Change</i>	<i>-2.2%</i>	<i>-0.2%</i>	<i>0.9%</i>	<i>2.4%</i>	<i>1.7%</i>	<i>0.4%</i>
Phoenix-Mesa-Scottsdale MSA	15.3	47.2	49.7	37.5	54.3	67.3
<i>OTY Percentage Change</i>	<i>0.9%</i>	<i>2.8%</i>	<i>2.9%</i>	<i>2.1%</i>	<i>3.0%</i>	<i>3.6%</i>
Prescott MSA	-0.3	1.1	0.7	2.4	1.8	2.9
<i>OTY Percentage Change</i>	<i>-0.5%</i>	<i>2.0%</i>	<i>1.3%</i>	<i>4.3%</i>	<i>3.1%</i>	<i>4.8%</i>
Sierra Vista-Douglas MSA	-0.7	-0.7	-1.4	-0.2	-0.5	0.4
<i>OTY Percentage Change</i>	<i>-1.9%</i>	<i>-1.9%</i>	<i>-3.9%</i>	<i>-0.6%</i>	<i>-1.5%</i>	<i>1.2%</i>
Tucson MSA	-1.4	7.6	0.7	3.8	-0.7	12.4
<i>OTY Percentage Change</i>	<i>-0.4%</i>	<i>2.2%</i>	<i>0.2%</i>	<i>1.1%</i>	<i>-0.2%</i>	<i>3.5%</i>
Yuma MSA	0.1	1.5	0.1	1.0	-0.1	0.9
<i>OTY Percentage Change</i>	<i>0.2%</i>	<i>3.1%</i>	<i>0.2%</i>	<i>2.0%</i>	<i>-0.2%</i>	<i>1.8%</i>
Source: ADOA Office of Employment and Population Statistics						

The distribution of job growth is predominantly concentrated in the Phoenix Metropolitan Statistical Area (MSA), but all of the MSA's showed positive growth in PY 2015. Prescott MSA, Phoenix MSA, and Tucson MSA all showed job growth that exceeded the rate of Arizona. The other four MSA's showed positive growth that was less than the growth rate for the entire state; however, Yuma MSA grew at a faster rate than the total United States during PY 2015. Figure 9 shows how the composition of Arizona's economy has changed in the past decade. Education and Health Services has increased its share by 4.4 percent since June of 2006. These increases mostly occurred at the expense of Construction jobs, which lost 4.3 percent of its share during this same period. Next, Leisure and Hospitality increased its share by 1.2 percent at the expense of Manufacturing, which lost 1.1 percent. Finally, Financial Activities increased its share by 0.7 percent while Government lost 0.7 percent of its share. These trends show that over a decade, the Arizona economy has changed its employment composition.

Figure 9: Arizona Total Nonfarm Employment Shares June 2006 to June 2016				
Supersector Title	June 2006 Share	June 2016 Share	Share Change	Numeric Change
Education and Health Services	11.1%	15.5%	4.4%	119,600
Leisure & Hospitality	10.2%	11.4%	1.2%	36,200
Financial Activities	7.1%	7.7%	0.7%	20,400
Information	1.7%	1.8%	0.2%	4,600
Professional & Business Services	15.2%	15.3%	0.2%	9,700
Natural Resources and Mining	0.4%	0.4%	0.1%	1,800
Trade, Transportation & Utilities	19.3%	19.3%	0.0%	6,600
Other Services	3.9%	3.3%	-0.6%	-13,500
Government	14.6%	13.9%	-0.7%	-13,100
Manufacturing	7.1%	6.0%	-1.1%	-26,800
Construction	9.4%	5.2%	-4.3%	-109,600
Total	100.0%	100.0%	0.0%	35,900
Source: ADOA Office of Employment and Population Statistics				

Figure 10 shows the short-term growth projections for industries in Arizona. With the exception of Natural Resources and Mining, all supersectors are projected to grow in Arizona from 2015-2017. In Arizona, Mining is highly volatile due to global copper prices, so it is a fairly unpredictable supersector. Regardless, it is the smallest of all twelve supersectors, so this volatility does not have tremendous impact on the state as a whole.

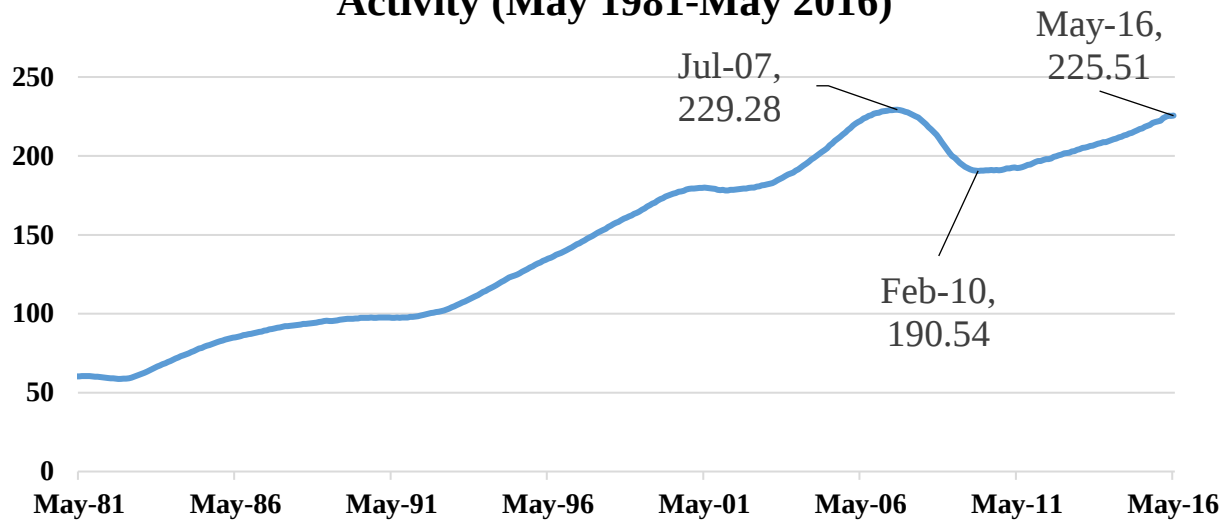
Most of the twelve supersectors are projected to grow at a rate that exceeds projected population growth. The three largest percentage increases are projected to occur in Construction; Professional and Business Services; and Financial Activities. The largest numeric growth is projected to occur in Professional and Business Services; Education and Health Services; and Financial Activities.

Figure 10: Short-Term Industry Employment Projections 2015-2017

Industry Code	Supersector Title	Base Employment 2015 Q2	Projected Employment 2017 Q2	Numeric Change	Percent Change
200000	Construction	128,777	146,509	17,732	6.7%
600000	Professional and Business Services	391,482	426,384	34,902	4.4%
550000	Financial Activities	189,261	203,668	14,407	3.7%
700000	Leisure and Hospitality	320,397	342,991	22,594	3.5%
500000	Information	46,617	49,716	3,099	3.3%
650000	Education and Health Services	565,750	597,178	31,428	2.7%
400000	Trade, Transportation, and Utilities	517,566	540,980	23,414	2.2%
990000	Unclassified	145,056	151,446	6,390	2.2%
800000	Other Services (Except Government)	72,295	74,060	1,765	1.2%
300000	Manufacturing	156,776	158,842	2,066	0.7%
900000	Government	150,867	151,421	554	0.2%
100000	Natural Resources and Mining	33,673	31,852	-1,821	-2.7%
000000	Total	2,718,517	2,875,047	156,530	2.8%
Source: ADOA Office of Employment and Population Statistics					

The coincident economic activity index is another economic indicator compiled by the Federal Reserve that tends to correlate with economic growth. Figure 11 shows the changes in the coincident economic activity index over time. As the coincident index increases, economic growth tends to increase. This index combines four variables: total nonfarm employment, average hours worked in manufacturing, the unemployment rate, and wages. Arizona's coincident index peaked in July of 2007 at 229.25, and its lowest point after the recession was February of 2010 at 190.54. In May of 2016, Arizona's coincident index was 225.51, which is an increase over May of 2015's coincident index of 217.54.

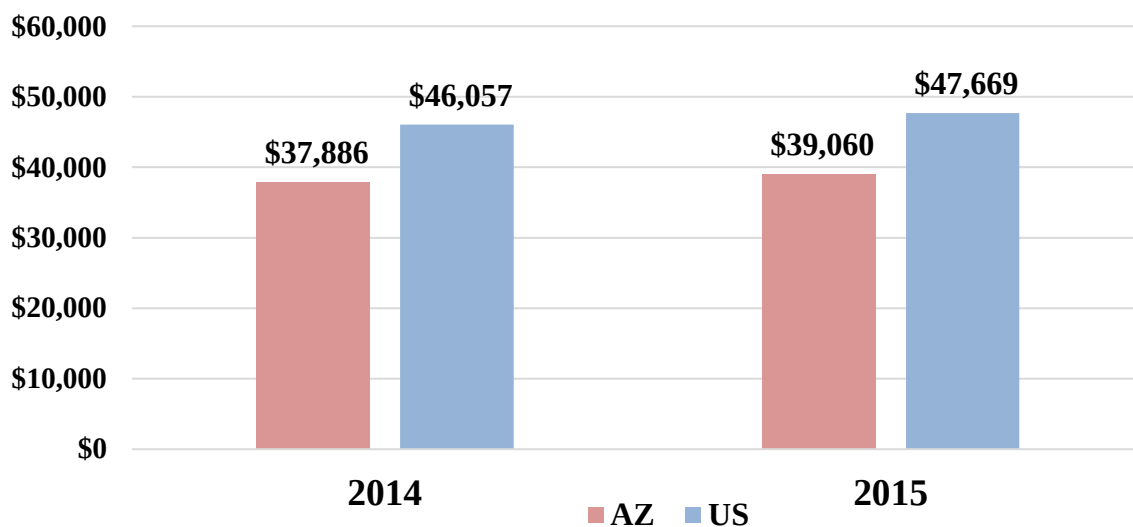
Figure 11: Arizona Coincident Index of Economic Activity (May 1981-May 2016)



Source: Federal Reserve Bank of Philadelphia

The income of Arizona residents is also increasing. Arizona's per capita personal income in 2015 was \$39,060. This is an increase of 3.1 percent from 2014's per capita personal income of \$37,886 (see figure 12). Over the same period, per capita income in the United States grew by 3.5 percent to \$47,669 in 2015. Relative to the rest of the United States, Arizona ranked 42nd in per capita personal income.

Figure 12: Per Capita Personal Income Arizona and United States (2014 and 2015)



Source: Bureau of Economic Analysis

Arizona's economy received a disproportionate share of economic contraction during the Great Recession. It has slowly recovered, and now the Arizona economy is nearly as robust as the prior economy before the recession. Indicators like population growth, employment growth, GDP growth, and unemployment rates have shown broad positive trends. Additional indicators like the coincident index and industry projections all predict positive growth. Arizona is currently on a path of modest, broad growth among almost all segments of the economy.

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STATE LEVEL ACTIVITIES

WIOA Implementation Activities

The DES Workforce Administration and the ACA facilitated the transition from Workforce Investment Act (WIA) to WIOA, continuing the process begun in the previous program year.

The statewide **WIOA Implementation Team** established in September 2014 continued meeting through December of 2015, engaging the Governor's Office of Workforce Development; the State Council; the DES, Employment Administration and Rehabilitation Services Administration (DERS); LWDAs; the ACA; ADE Adult Education; the Arizona Department of Administration, Office of Employment and Population Statistics; community colleges; and community-based organizations. The bi-weekly conference calls with regular participation of 40-60 individuals provided a forum for local and state agencies to raise questions, share implementation activities, and discuss statewide concerns, such as the development of the state plan, updates on labor market information, or the Eligible Training Provider List.

All partners felt that the process had fostered open communication and laid a solid foundation for strengthening working relationships and creating a deeper understanding of partners' programs and goals.

The development of the **State Workforce Plan** was the central activity that helped focus the WIOA implementation process during PY 2015. Building on the work of the Implementation Team, a steering committee was assembled in June 2015 to lay the foundation for further planning, propose goals and start building capacity for compliance with WIOA. Committee members included subject matter experts from all four core partners, Title I: Workforce Development Program (Adult, Dislocated Worker and Youth Programs), Title II: Adult Education and Family Literacy Act Program, Title III: Wagner-Peyser Act Program, Title IV: Vocational Rehabilitation Program, as well as representatives from the Office of Employment and Population Statistics (EPS), ACA, and the City of Phoenix to represent the LWDAs.

Workgroups were formed to address priority issues and develop strategies and related action steps in the areas of communication, data, career pathways, sector strategies and common processes for core partners. Workgroup members were responsible for identifying ways to strengthen collaboration and more effective ways to communicate amongst all core partners, employers and jobseekers. Workgroup members were also charged with outlining a more streamlined, common process within the local Job Centers and methods for gathering information more efficiently across the various data systems used throughout the State's

workforce system. The State Council carried on their work and focused on the strategic planning section of the Plan, setting goals, strategies and policy for the workforce system.

Arizona chose to prepare a Unified State Plan; it includes the Adult Program, Dislocated Worker Program, Youth Program, Wagner-Peyser Act Program, Adult Education and Family Literacy Act Program, and Vocational Rehabilitation Program. This Unified Plan seeks to provide an in-depth analysis for the State of Arizona's workforce development system and to describe the various planning and operational elements to be implemented over the next four years. This Plan also details how labor market information and feedback from workgroups and committee members were used to identify gaps within the workforce system as a whole. The plan is posted at <https://des.az.gov/content/arizona-state-plan>. The plan was approved by federal partners in June 2016, but came with a request for revisions of certain sections to be submitted by September 1, 2016.

In conjunction with the Unified State Plan, the State Council issued **administrative policies and guidance** to LWDBs. The following policies and guidelines were created or updated:

- WIOA Local Governance – May 2015 (prior program year)
- Regional Designation Policy – January 2016
- Arizona@Work One Stop Delivery System Policy – May 2016

Local Governance was another key implementation focus for this program year. The Governor of Arizona had designated local areas under WIOA in June 2015, and LWDBs began restructuring their local boards in order to comply with WIOA requirements. The WAC issued guidance on Local Board Certification to LWDBs in June 2016, with a first review of certification documents scheduled for July 2016. Research into the formation of **planning regions** is ongoing. To allow more time for research into local area needs and relevant criteria for the development of regions, the State Council and local area partners proposed declaring each local area a region. Governor Ducey's letter designating areas as regions was issued in March 2016. Also in March 2016, the State Council issued guidance on local planning. All local areas submitted concept papers for their plans, listing local partners and contact information. While the original deadline was September, the State Council later allowed more time and gave a new deadline of December 5, 2016.

DES had begun hosting conversations on the Memorandum of Understanding (**MOU**) and **shared infrastructure costs** in spring 2015. DES staff visited several One-Stops and gathered information on local practices for allocating costs, resulting in a first draft of the state model for sharing infrastructure costs, as required by WIOA. DES facilitated conference calls with all local areas to begin discussing the options for cost sharing models. Greg Newton was the featured speaker at a two-day technical assistance session on June 13-14, 2016, on the WIOA partnership and specifically requirements for MOUs. Staff from all LDWAs and state agencies

attended, and the four core partners at DES and ADE issued Joint Operational Guidance on MOUs on June 28, 2016, requesting signed MOUs from LWDA's by December 2016.

WIOA Title I-B Policy and Procedure Manual

The Title I-B Operational Policies and Procedures were revised to be compliant with the draft federal regulation, to include the Adult and Dislocated Worker Program, the Youth Program, the Eligible Training Provider List (ETPL), and Rapid Response. New chapters on Training and Supportive Services were added. The process for the development of the policies outlined in the prior State Plan continues to be used and has proven to be a successful mechanism for involving local areas and other stakeholders in policy development. With the publication of the final federal WIOA regulations, the policy team is planning to review the policies again to make any changes that may be needed. The WIOA Title I-B Policy and Procedure Manual is available on the DES website at: <https://des.az.gov/services/employment/workforce-development-act/policy-and-procedure-manual>.

Eligible Training Provider List (ETPL)

The Eligible Training Provider List (ETPL) is comprised of eligible training providers and programs that are approved to provide training to participants who are determined to be eligible to receive WIOA training services. Training programs prepare students for a wide range of related occupations, allowing for maximized customer choice. Training programs approved for the ETPL must be related to in-demand occupations in the local area and are evaluated by the LWDA Eligible Training Providers (ETP) approvers using criteria that include the demand for occupations in the local area, alignment with sector strategies and the respective LWDA's local plans.

The Arizona ETPL is a module within the AZ Job Connection (AJC) system, which is available online at www.azjobconnection.gov. The description of each program on the ETPL includes a synopsis of the program, the length of the program, accreditation information, the total cost of the program, a breakdown of all costs associated with the program and the credential attainment rate. 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.

With the transition to WIOA, every program previously approved for the ETPL under WIA was required to be reviewed for continued eligibility under WIOA. A deliberate and organized process to review, re-approve or remove programs was implemented in September 2015 to undertake this requirement. ETP Approvers at the LWDA's contacted their providers and requested training programs be updated for continued eligibility under WIOA. In addition,

LWDAs evaluated approval criteria to ensure the ETPL included updated training program information and requested the removal of programs that no longer met the needs of the local areas. DOL's deadline to have this process completed was June 30, 2016. This deadline has been met, and every program remaining on the ETPL has been approved for Continued Eligibility under WIOA. As of the end of PY 2015, the ETPL includes 215 approved training providers and 1,359 approved programs. There was a slight decrease both in the number of providers and the number of programs when compared to PY 2014. This decrease was the result of identifying 354 programs in AJC that had not been used since July 1, 2013. Arizona's ETPL policy requires training programs be removed if they are not used by WIOA participants in more than two years. Other programs were removed because they did not meet WIOA requirements or the provider requested their programs be removed from the ETPL.

The State ETPL Coordinator continues to facilitate monthly conference calls with the LWDA ETP approvers statewide. These conference calls have served as a platform for collaboration on ETPL policy development and addressing operational questions. In an effort to enhance the AJC system to remain in alignment with WIOA requirements and remain an effective tool for use by LWDA participants, the ETPL coordinator continues to actively participate in the quarterly AJC workgroup meetings and submits requests for system updates as necessary. In PY 2014, the ETPL State Policies were revised to meet the new WIOA requirements, with an effective date of July 22, 2015. The implementation of new requirements for initial and continued eligibility as well as reporting of data will continue to be a major focus in the coming year in order to align the ETPL with the State Workforce Plan.

Arizona Apprenticeship Office

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

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

also helped the Nineteen Tribal Nations (NTN) in outreach efforts and technical assistance to increase their registered programs and to help expand them as well.

To engage more industries, the Arizona Apprenticeship Office staff made an introductory presentation on registered apprenticeship within the workforce system to economic development teams and Chambers of Commerce. Included were strategies for approaching employers and explaining the benefits of starting a Registered Apprenticeship Program. LWDA 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 LWDA has designated a staff member, who attended a presentation on apprenticeship within the workforce system, to be the contact person for the Apprenticeship Program Lead. Quarterly conference calls between the program lead and the LWDA contacts were used to share ideas and provide technical assistance. During PY 2016/2017 new programs were registered to bring the total number to 123 programs in Arizona, and compliance reviews were conducted on 18 programs.

Table 1: Arizona Apprenticeship Office Report (as of June 30, 2016)	
Total Number of Registered Apprentices	2,767
Total Number of Programs	123

The Arizona Office of Apprenticeship interacts regularly with other state directors who are currently managing apprenticeship programs and apprentices in other states. The Arizona Apprenticeship Office 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. The U.S. Registered Apprenticeship System received a lot of recognition nationwide by the President promoting Registered Apprenticeship as an alternative to college, with funding issued by Congress to double the number of apprentices in the United States over the next five years.

Each year, the Governor of Arizona signs a proclamation declaring one week in November as “Arizona Apprenticeship Week.” During the same week, the Western Apprenticeship Coordinators Association of Arizona (WACA) hosts an Outstanding Apprentice Awards ceremony under the guidance of the AAAC to recognize apprentices nominated by programs throughout the state. PY 2015 was the 55th year that the awards ceremony was organized with more than 500 people in attendance and thirty-nine apprentices receiving a certificate of recognition which is signed by the AAAC chairman and the Governor of Arizona.

Rapid Response

The DES Workforce Administration has a State Coordinator who is responsible for the entry of all Workers Adjustment and Retraining Notifications (WARN) into the AJC system. The State Coordinator sends out all WARN notices to the LWDA Coordinators that are responsible as first responders to employers that are closing or experiencing a mass layoff. Upon receipt of the WARN the Coordinators meet with the employer. This can also include layoff aversion activities when applicable. The LWDA Coordinators will also work with the small layoffs and will determine the customer's enrollment in the Dislocated Worker (DW) program and their path to reemployment. In July 2015, the State Coordinator conducted a Rapid Response Roundtable to discuss the new WIOA regulations, State Rapid Response policies and other Rapid Response guidance. At this session the group completed the Rapid Response Self-Assessment Tool for the Metro and Rural areas of the state. This tool will be used to develop effective strategies and improve the State's Rapid Response system.

Table 2: WARN Notices Received		
Year	Number of Companies	Individuals Affected
2015	29	5,526
2014	32	6,290
2013	30	3,966

WIOA WAIVERS

Arizona has not requested any new waivers under WIOA. Waivers were approved by U. S. DOL in prior years to assist the reinforcement of a job-driven public workforce system by facilitating the alignment of workforce development, education and economic development systems and service at the state, regional and local levels. Training and Employment Guidance Letter (TEGL) 1-15 issued by U.S. DOL, ETA on July 1, 2015 specified that waivers approved under WIA would not carry over to WIOA, with the exception of a few waivers remaining in effect for funds obligated under WIA. Arizona waivers that remained in effect in PY 2015 for funds obligated under WIA included:

1. Adult-Dislocated Worker Funds Transfer

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

2. Customized Training – Employer Contribution

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

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

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

3. Competitive Procurement for Youth Program Elements

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

4. 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. Greater flexibility is also provided with the use of Rapid Response funds for LWIAs in order to strategize with employers as well as incorporate layoff aversion activities into the comprehensive sector strategy approach to economic and workforce development. This waiver was approved through June 30, 2017, but remained effective in PY 2015 only for obligated WIA funds.

5. Exclusive Use of Common Measures

This waiver allows Arizona to replace the performance measure in WIA Section 136 (b) with the common measures delineated in TEGL 17-05. This waiver remained in effect during PY 2015 since the new WIOA reporting requirements will not be fully implemented until June 30, 2016.

Table 3: Common Measures		
Adult	Dislocated Workers	Youth
Entered Employment	Entered Employment	Placement in Employment or Education
Retention	Retention	Attainment of a Degree or Certificate
Average Earnings	Average Earnings	Youth Literacy and Numeracy Gains for Youth

WIOA HIGHLIGHTS

In PY 2015 LWDAs implemented WIOA and had an opportunity to evaluate their service delivery to make sure the Adult, Dislocated Worker and Youth programs were provided using a customer-focused, job-driven service delivery. The implementation of WIOA allowed LWDAs to explore new approaches to serving WIOA Title I-B participants. This included the LWDAs learning about WIOA requirements and updating local area policies and procedures for WIOA. LWDAs updated the composition of their local boards to ensure compliance with WIOA. In February 2016, all LWDAs adopted the ARIZONA@WORK brand, with centers changing all signage on this day in a coordinated event with special celebrations in some locations. LWDAs also expanded relationships with local partners, which allow LWDAs to pool resources to better serve WIOA Title I-B participants and eliminate duplication of services. LWDAs in Arizona ran several successful programs designed to meet the needs of individuals with barriers to employment, including out-of-school youth and individuals affected by the justice system.

Included below are selected PY 2015 programmatic highlights submitted by the local areas for this report.

ARIZONA@WORK Coconino County

Program Highlights

The Coconino County Business Services Team & ECoNA

In Coconino County, the business services area was the focus of many innovations. The ARIZONA@WORK Job Center Operator, Goodwill Industries of Northern Arizona (GINA), secured a JP Morgan Chase grant to fund a Director of Business Engagement position to guide the work of this crucial ARIZONA@WORK Job center team, described below.

The Business Services Team aligns business services with overall economic and workforce development initiatives within the WIOA service area in a manner that is valued by businesses and employers. The Economic Collaborative of Northern Arizona's (ECoNA) Business Retention, Expansion and Attraction committees are partners that represent the strategic element that links workforce development programs to the needs of local employers. Embedding the Business Services Team within the overall economic initiatives in the community not only aligns missions, but also provides employers with workforce solutions so they are able to stand their ground as an industry leader. Due to the strengths of these partnerships, additional resources are leveraged to customize services to meet specific needs identified by employers.

The Business Services Team works in conjunction with the following required WIOA teams:

- **Welcome Team** – Greets and directs customers, conducts a triage assessment, collects registration information, and refers internally or externally for assistance (Entry, Resource Room). Each team will develop its own Charter which will be aligned with the Coconino County Workforce Business Plan.
- **Skills and Career Development Team** - Customer skills analysis, facilitates assessment and testing, identifies support needs, provides career guidance, arranges for foundational skill training, and refers to program specific occupational training (Resource Room, Case Management, Pre-Employment Training)

Benchmarks completed July 2015 through June 2106:

- Development and Adoption of the Business Services Plan
- A clear and unified Branding Campaign
- “Listening Tour” for Businesses
- Wage Information Guideline for Flagstaff
- 13 Hiring Events/Job Fairs conducted at the ARIZONA@WORK Job Center

ARIZONA@WORK Maricopa County

Transition to WIOA

PY 2015 was a year of transition for the Workforce Development Division of Maricopa County, now known as ARIZONA@WORK Maricopa County, as it was for all workforce development partners in Arizona. The rebranding efforts led by DES allowed Maricopa to introduce our organization to the communities we serve. Additionally, the implementation of WIOA provided opportunities to expand partnerships and strengthen ties with other regional government entities like the City of Phoenix as Maricopa strives to provide first class workforce services to the citizens of Maricopa County.

Re-Branding

In early 2016, Maricopa County participated in the statewide workforce program re-branding, shifting from Maricopa Workforce Connections to ARIZONA@WORK Maricopa County. In addition to the countless materials, forms, and marketing items that required updating, Maricopa County’s web presence went through an overhaul. A website redesign and expansion of social media marketing are evidence that Maricopa County is proud to be part of the statewide re-branding effort.

In August 2015, ARIZONA@WORK Maricopa County redesigned its service delivery to better align with WIOA guidelines and anticipated regulations. The intent of this overhaul focused

primarily on the removal of unnecessary barriers to program access. Efforts to reduce customer burden associated with enrollment were successful, resulting in well over double the amount of new Adult/ Dislocated Worker enrollments in PY 2015 than the previous program year. Alignment with the recently released WIOA Final Rules is a top program priority for the upcoming year.

Program Highlights

Data

The Quality Assurance Team developed a dashboard to collect program data, allowing for more comprehensive analysis. Regular reporting continues to provide management team staff with more detailed options to evaluate performance. The dashboard is proving to be an effective tool in measuring successes and identifying areas that require process improvement.

Partnerships

ARIZONA@WORK Maricopa County continues to cultivate new and existing partnerships within the region. The Skillful Initiative, which includes the Markle Foundation, LinkedIn, Arizona State University, and edX, is an effort to connect middle-skill job seekers with employers, educators and community resources using an innovative set of online and offline tools. Maricopa County partnered with Skillful to successfully launch their platform in the greater Phoenix area in April 2016, and continues to dedicate resources to assist in development of the initiative.

Another example of new regional partnership can be seen in the creation of a full-time position stationed at the Wickenburg Library, which was filled in May 2016. Wickenburg is a rural community of 6,806 residents, located 65 miles outside of the metropolitan Phoenix area. This ARIZONA@WORK Maricopa County employee will address the needs of the Wickenburg labor market in all phases, from working directly with job seekers to coordinating with employers to organize job fairs and recruitments.

Youth Services

During PY 2015, Maricopa County Youth Services completed implementation of a new service delivery model where outreach, eligibility, intake, assessment, case management and follow-up services were brought in-house, and the 14 youth elements mandated under WIOA were provided by multiple organizations county-wide.

The four “Youth Hubs” located in Avondale, Peoria, Tempe and Mesa improved access to youth services county-wide, resulting in double the new enrollments from the previous year. The improved access to youth services is not only reflected in higher enrollment numbers, but in

better county coverage. PY 2015 enrollments were from 23 different cities and towns throughout Maricopa County, an increase of 150 percent over the previous year.

Outreach efforts were aligned with the WIOA shift to serving a majority of out-of-school youth. Targeted organizations included Foster Care, Adult Basic Education classes, Juvenile Probation, Adult Probation, Section 8 Housing, Homeless Programs, Job Corps, Disability Serving Organizations, Community Action Program offices, and many other community organizations. Outreach to Adult Basic Education classes, Juvenile Probation, and Adult Probation was particularly successful with many of the individuals referred becoming enrolled.

Smart Justice Re-Entry Services

During PY 2015, approximately 1052 offenders received basic career services while either incarcerated or in the community under criminal justice supervision. Another 147 justice-involved participants were enrolled into career services and received a combination of individualized and training services.

Through the creation of a work experience program called “Clean Start,” a number of moderate to medium risk female offenders participated in a subsidized training service. The Clean Start program resulted in unsubsidized employment for 73 percent of the female participants. Both the re-entry workforce services and the Clean Start programs received the 2016 NACo Achievement Award in the employment and training category. The Clean Start program was also presented the 2016 Desert Peaks award for public partnership by the Maricopa Association of Governments.

The smart justice workforce re-entry team practices a three part approach to reduce recidivism by 1) Utilizing risk/need principles that can be used by employment professionals to improve outcomes for individuals involved in the justice system; 2) Developing and utilizing a resource allocation and service matching tool in order to provide an integrated approach to improve reentry and employment outcomes; and 3) Research and design evidence based practices to improve outcomes for hard to employ individuals who are justice involved.

ARIZONA@WORK Mohave/La Paz Counties

Transition to WIOA

ARIZONA@WORK Mohave/ La Paz Counties made great strides toward implementing WIOA during PY15. All local area policies were reviewed against the new legislation, the proposed DOL rulemakings and the Workforce Arizona revised, draft policies. The policies were revised

and submitted to the local Board for approval with the caveat that final regulations may require amendments. These policies, once finalized, were submitted to and approved by DES.

Workforce Database

In addition to policy compliance, the workforce staff worked with the Mohave County IT Department to create a new Workforce Database that augments AJC and links WIOA budget tracking and fiscal reconciliation with the Department's Budget Administrator. This system allows on-going analysis to ensure that appropriate percentages of funds are spent on various target populations, i.e. 75 percent of youth funds on Out-of-School youth. In addition, it allows program representatives to generate all forms required for WIOA enrollment and development of employment plans, service plans, and supportive services.

La Paz ARIZONA@WORK Job Center Partner Co-Location

A great WIOA "stride" for PY 2015 was the establishment of the La Paz ARIZONA@WORK Job Center as a Comprehensive One Stop. In order to accomplish this success, it was necessary to have DES Employment Services physically move their operation into the ARIZONA@WORK Job Center. The partnership between the ARIZONA@WORK Job Center and Employment Services has been long established but not at the level of co-location. With the implementation of WIOA, state level support allowed for this successful transition. The co-location enables customers to conveniently receive and have access to workforce services in a rural area with no public transportation.

Youth Program

Some of the greatest strides taken were in development of partnerships that increased participation of out-of-school youth. As in previous year, Mohave/La Paz WDA maintained the funding partnership with Mohave County Probation to serve 18 Probation youth in the summer COalition YOUTH TEam. However, this partnership was expanded to create a year round program for work readiness training and work experience called EAGLES (Employing Adolescents Gaining Life Experiences). See below under "Best Practice" for additional information.

Program Highlights

Partnership Success Story: WIOA, Vocational Rehabilitation program and Employer (WestCare)

Janet was referred to the Bullhead City ARIZONA@WORK Job Center by WestCare. Janet was a victim of domestic violence and was residing at their safe house but was distinguished by the Director of WestCare as a good fit for a Peer Support Specialist/Social Services Assistant at the shelter. The opportunity would provide Janet with the needed work experience to learn the position and its responsibilities, while meeting WestCare's hiring requirements, such as passing a background check and obtaining her Food Handlers and CPR cards.

Janet was also a participant in the Vocational Rehabilitation (VR) program through DES. Partnering with VR, Workforce Development staff were able to work together to provide Janet with the necessary tools to make her successful. The Vocational Rehabilitation program provided hearing aids for Janet, who needed to be able to converse with the safe house residents. WIOA assisted with a 90-day Work Experience, new work clothes and the CPR and Food Handlers cards. WestCare provided the work opportunity, training and mentoring, and the background clearance card. Through the partnership efforts of these three agencies, Janet was able to obtain full-time employment at WestCare in a position of responsibility, assisting victims of domestic violence, as well as becoming an independent and self-supporting individual.

Grants

COalition YOUTH TEam (COYOTE)

Mohave and La Paz Counties received over \$70,000 in cash and in-kind sponsorships/donations for the PY 2015/2016 youth program through public and private sponsorships of the youth summer program. Of this amount, \$36,000 was Mojave County Probation Department grant funds used to sponsor 18 COYOTE summer program youth.

Project EAGLES

Mohave County Probation Department provided \$45,000 to Workforce Development Division for the PY 2015 EAGLES partnership.

Best Practices

Project EAGLES

Mohave County's Probation Department and Workforce Development Division established a new partnership to serve youth that have been heavily involved in high-risk behaviors. The partners co-fund a full-time program representative who works throughout the county with youth referred to WIOA by the Probation Department. This referral partnership leads to an increase in WIOA Out-of-School youth enrollment and expands opportunities for youth development for youth who are referred by the Probation Department and, in some cases, by the Drug Court system. This progressive partnership program is a critical opportunity to break the destructive cycle by providing positive and productive opportunities for these at-risk clients.

Project EAGLES has provided services to over fifty referred youth through the course of this program year. Approximately 62 percent of these young people have completed all or nearly all of the twelve modules of our Work Readiness Curriculum, and many more recent referrals are continuing to work on it. Over half of the Project EAGLES participants have a completed resume in electronic format and have had meaningful experience completing job applications. Slightly over half of the participants have also been engaged in paid Work Experiences, and several are now gainfully employed. Six EAGLES have been enrolled into the WIOA Out-of-School Youth Program and have received more intensive services.

The population served by Project EAGLES is difficult to engage, unpredictable and sometimes volatile, and not all will experience success in this program. However, the odds for success are in favor of the youth given that kindness and caring hearts, collaboration, and perhaps most importantly, an unyielding belief in possibilities can make great things happen, form the basis of this partnership.

ARIZONA@WORK Northeastern Arizona

Transition to WIOA

The merger of Navajo and Apache Counties with Gila County, resulting in the formation of Northeastern Arizona Innovative Workforce Solutions (NEAZIWS), was completed in July, 2015. This merger was successfully accomplished through the leadership of Susan Tegmeyer, NEAZIWS Executive Director and Malissa Buzan, Director Gila County Community Services. The Workforce Development Board had a smooth transition and now includes representation from all three counties. The large geographic region covered by the new LWDA includes locations in Winslow, Eagar, Show Low, Globe, and Payson.

Gila County serves as the One-Stop Operator for the Northeastern Arizona comprehensive ARIZONA@WORK Job Center, which is located in Globe, Arizona. The LWDA expanded to include three counties rather than the original two. Apache, Gila, and Navajo Counties merged to become the Northeastern Arizona Local Workforce Development Area in July 2015. In preparation for the merger, the Local Workforce Development Board Executive Director convened a meeting to update the Memorandum of Understanding and establish some fundamental procedures that all partners could agree upon in regard to customer flow, tracking, referrals, performance, and space considerations. This kick-off meeting was attended by all Core Program Partners, several required partners, as well as the Chair for the LWDB. The discussion was robust and provided a forum for stakeholders to discuss the value and benefit of each partners' participation in the local workforce system.

The LWDB established five standing committees: Executive, One-Stop, Disability, Business Services, and Youth. The committees work together to ensure the local workforce system is functioning properly.

Key stakeholders will hold individual meetings with the Local Workforce Development Board team to discuss specific needs and expectations including Vocational Rehabilitation (VR), Wagner-Peyser Labor Exchange, Adult Education and Literacy, Adult/Dislocated Worker/Youth Provider, Rapid Response, Post-Secondary Education, and Economic Development. During the

individualized meetings, partners will provide their unique information and assist in capturing group information that will then be drafted by the LWDB Staff.

Program Highlights

In conjunction with the Freeport McMoRan Miami Operations Rapid Response, a job fair was conducted in Globe at the Freeport Training Center on October 22, 2015. The job fair was sponsored by NEAZIWS, Gila County Community Services, Arizona Commerce Authority, and the Globe/Miami Chamber of Commerce. Over 30 employers participated and conducted job interviews during the event.

Working with Summit Regional Medical Center in Navajo County and the State Office of Apprenticeship, NEAZIWS has successfully navigated the creation of a Medical Assistant Registered Apprenticeship. This is the first healthcare-related Registered Apprenticeship in the State of Arizona.

In an effort to reach the Ex-Offender population in our area, NEAZIWS strengthened existing relationships with probation and parole departments and reached out to find employer partners who will employ this population. NEAZIWS currently has one employer partner who provides on-the-job training and long-term employment that provides self-sufficient wages and benefits to felons.

NEAZIWS worked with Northland Pioneer Community College on an IBEST Grant that commenced November 2014 and ended June 2016. The program included a Construction Degree Component as well as high school equivalency instruction. Eleven individuals completed the program with Construction Certificates and seven of those have earned their high school equivalency diplomas. Two more participants are projected to earn their high school equivalency in August 2016.

NEAZIWS also works with Northland Pioneer College's Career Services Department, which provides Career Readiness workshops. During PY 2015, these workshops were held in the affiliate one-stop locations and all participants were referred to the workshops.

Grants

ARIZONA@WORK Northeastern Arizona has begun seeking competitive grant funding to add to the WIOA Title I-B formula funds in order to serve more participants and meet the needs of area employers. This year, Northeastern Arizona developed a pre-GED literacy and life skills program which allowed for the hiring of an instructor to work with individuals with literacy levels below a secondary education level. In addition, Northeastern Arizona has been seeking foundation grants to support a pilot run of the program.

Northeastern Arizona also worked with employer and educational partners in all three counties to develop a health-care training program that includes traditional educational models, apprenticeship, and on-the-job training. We applied for a Department of Labor Tech Hire grant in early 2016 for this project. Although that grant was not funded, we are in the process of revising the proposal to apply for another Department of Labor grant, America's Promise. We have hired a grants consultant to work with our staff grant writer to develop a strategic funding plan that aligns with the overarching goals of the organization.

Best Practices

ARIZONA@WORK Northeastern Arizona has worked to utilize the existing strengths and increase the knowledge of team members by conducting monthly staff meetings and trainings on:

- Data Entry in Arizona Job Connection
- Case Manager Essentials
- Vocational Rehabilitation
- Team Strategies, Goals, and Objectives
- Equal Opportunity Policies and Procedures
- Program Orientation Processes

Procedural checklists were developed from these sessions to ensure consistent and efficient service delivery. In addition, bi-monthly audits of random files covering exits, active, and archived files were implemented. The local team has come together to provide outstanding customer service to our clients.

ARIZONA@WORK Nineteen Tribal Nations

Cocopah Indian Tribe

The Nineteen Tribal Nations (NTN) have regularly disseminated all WIOA information that has been received in efforts to keep the program directors and board members fully informed and knowledgeable about requirements and timelines. A two-day strategic planning session was convened with Nineteen Tribal Nations Workforce Development Board (NTNWDB) members, program directors, and staff to review requirements and to share information.

Cocopah Indian Tribe

The Cocopah Indian Tribe WIOA Program partnered with the Cocopah Education Department and now meets once a month to ensure that the youth who drop out of school are contacted and referred to the WIOA Title I-B Youth Program for assistance. The current Education

Department Director is on board 100 percent. The Cocopah Indian Tribe also partnered with the Education Department's Truant Officer and the Police Department, which began offering Driver's Education Classes to tribal members at the Community Center Building on the reservation. Once an individual passed the pre-test at the end of the class, he/she was referred to the WIOA Office for financial assistance through the Bureau of Indian Affairs Program to pay the cost of the driver's license exam fee at the Arizona Department of Transportation.

One WIOA participant completed the Certified Nursing Assistant (CNA) training program with The Regional Center for Border Health Center in Yuma.

Colorado River Indian Tribes

The Colorado River Indian Tribes worked with the various tribal departments and enterprises to place adults and youth on Work Experience (WEX) as well as the Town of Parker and County Offices. The WIOA Program worked with the La Paz Career Center in Parker for GED classes and the CNA Program. The collaboration with the tribal departments and enterprises has resulted in some participants being hired when they complete their WEX.

In addition, the WIOA Program worked with businesses in Parker, Parker Public Library, Players Youth Center, and the La Paz County Public Defender's Office. The Colorado River Indian Tribes continued receiving WIOA 166 Program funding through the U.S. DOL.

Gila River Indian Community

Gila River staff attended state and federal sessions regarding new requirements for WIOA. In-house meetings are held that address new challenges transitioning from WIA to WIOA. Forms and signage were also changed to reflect the change to WIOA and ARIZONA@WORK.

Career Pathways Grant

This year's highlight was the Career Pathways System. The grant came to an end on March 30, 2016, but Gila River will continue to develop the system and add to the sectors that have already been developed, i.e., construction, small business, hospitality, medical, and fire apprenticeship. Gila River met and exceeded performance standards for the grant. Two sector cohorts are still going through their employer programs and will be ending around December. The tribe will continue the current sector partnerships and will enhance each of the employer-designed programs for the next cohorts. Gila River has also entered into two electrical apprenticeships with a TERO Employers. Tribal leadership is excited about the potential of utilizing apprenticeships moving forward.

AmeriCorps Grant

The Gila River Indian Community Employment and Training Department continued serving veterans through its AmeriCorps Grant. In the second year of the grant Gila River identified over 500 veterans and will continue to research the needs of veterans and serve their families in the community. The current administration is holding weekly meetings in an effort to create a Veterans' Center for the community. The designation will be determined in January 2017. A veterans group has been identified and is researching the services and where the center will be located. The AmeriCorps Grant was instrumental in bringing awareness to veterans' issues and as a result, the veterans are now engaged in the process of developing a center for themselves.

Human Resources Hiring Process

A best practice is the process that has been developed for hiring WIOA Title I-B clients that circumvents the HR selection process. The Employee Human Resources Guide states that if a Department Director wants to hire a WIOA participant after a Work Experience (WEX) placement, they need to write a letter of justification. The HR Department will review, and if approved, it will be a direct hire without an advertisement. This keeps tribal jobs going to tribal members; and as a result, the tribe is able to utilize WIOA dollars to offset its own training dollars. This practice has increased the employment rate, and the participants are then permanently employed within their own community. It is a win-win for everyone, and the WIOA grant is fulfilling its purpose.

ARIZONA@WORK Job Center

The NTN designated the Gila River Indian Community's Employment and Training Department as the ARIZONA@WORK Job Center. Wagner-Peyser staff provided employment service information and other employment-related activities. The staff provided participants with registration services for local jobs as part of the partnership.

Rehabilitation Services staff provided information regarding employment services to persons with disabilities and individually assisted customers. They also provided a disability work station in the computer lab. DES veteran services staff met regularly with tribal staff to clarify services available to veterans and to assist in recruitment efforts to locate veterans.

The three partners listed above had a monthly presence and participation in the Job Club. Overall, these partnerships contributed to increased services offered to clients.

Quechan Indian Tribe

The Quechan Indian Tribe joined forces with the Greater Yuma County Business Services Team in efforts to develop a coalition of workforce developers to address employment and training issues within the local area. Partner agencies shared job orders which helped provide much needed support through information and referral.

The tribe participated in the Yuma County Job and Education Fair and is presently in the planning stages for a Yuma County Career Expo to be held on September 7, 2016. Over 300 employers are expected to participate in this event.

Salt River Pima-Maricopa Indian Community

The Salt River Pima-Maricopa Indian Community (SRPMIC) continued to strengthen existing partnerships within SRPMIC that included VR, TANF, SRPMIC Higher Education, and the ALA (GED) Program. Staff continued exploring ways to recruit Out-of-School youth and also entered into a new partnership with the SRPMIC Court Diversion Program to recruit Out-of-School youth into the WIOA Program.

SRPMIC continued assisting adults with educational goals. In particular, the tribe assisted an adult participant who attended Truck Driver Training, received a CDL, and became employed with a private company doing work on the reservation. Another participant co-enrolled in WIOA and Apprenticeship, obtained his journeyman's license and obtained full-time employment with SRPMIC.

In addition to Title I-B funding, SRPMIC received grants from the Department of Labor under the WIOA 166 Program, Native Employment Works, and the tribal government contributed funds to the youth work experience program for community members who did not meet eligibility requirements of the grants.

SRPMIC continued making adjustments to the WIOA Youth Program application process, support services, and fully integrating WIOA regulations. Staff conducted one-on-one orientations with customers who were not able to come to the regularly scheduled orientations due to scheduling conflicts. Staff has attended training sessions, webinars, and NTN meetings to help them become familiar with WIOA regulations.

Tohono O'odham Nation

Youth programs were a high priority for the Tohono O'odham Nation. In PY 2015, approximately 66 percent of the youth participants were out-of-school youth. The Tohono O'odham Nation Youth Program achieved a graduation rate of 82 percent from high school and receiving a diploma compared to the Arizona / national Tribal Nation average of only 39 percent.

The Tohono O'odham Nation successfully completed a second year of a partnership with Baboquivari Unified School District for a high school internship program. The program included work experience in a location of the participant's career choice, wages and high school credit. Participants received half a credit for every 60 hours worked, and these credits could be applied to credits required to complete high school requirements.

The One-Stop Adult Program implemented Adult Basic Education Classes in the fall of 2015 and spring of 2016 for community and Nation members. A collaboration and referral process was implemented with the Tohono O'odham Community College for GED programs and classes, and the college referred individuals in need of ABE services.

The One-Stop Adult Program had an 86 percent graduation rate for participants enrolled in training. Seventy percent of the participants secured full-time employment upon completion of their program. On average, between 220 and 300 individuals sought assistance each month with resume writing, enhancing their employability skills, and job search in the resource center and computer lab.

Among other activities, the One-Stop Division participated in a job fair with Desert Diamond Casinos and Entertainment; the job fair was held in the resource center. The tribe also collaborated with the Tribal Justice Department to provide programs and orientations for first-time offenders and individuals on probation.

Monthly in-depth file reviews were done for each adult and youth participant to review progress toward their educational plan. Life skills (finance, college readiness, employability skills, wellness, resume writing, mock interviews) were incorporated for both youth and adult participants at least twice per quarter. Staff visited at least six of the 11 districts on the reservation on a monthly basis to provide program orientations. Staff participated in tribal events and activities at least four times per quarter for outreach purposes to tribal members.

Staff met at least once a quarter to ensure program alignment with WIOA regulations and to create plans and/or restructure programs as necessary. Staff regularly attends state and national conferences to obtain up-to-date WIOA information, and professional development and/or training was available at least once per quarter.

Yavapai-Apache Nation

The WIOA Program partnered with Tierra Verde Builders and the Yavapai-Apache Nation Sand and Rock where two participants were selected and hired to start utilizing OJT. Youth program participants were involved in numerous cultural events and made trips to historical landmarks important to the Yavapai-Apache Nation. Six adult participants transitioned from work experience into permanent positions. Three youth received their high school diploma, and one adult received his Associate of Arts Degree.

The intake and interview process has been clearly structured to consist of initial assessment, vocational testing, review of the ETPL, and O*Net targeted to specific testing results. Partnerships have been established with the Johnson O'Malley Program (a national program with

funding that promotes specialized and unique educational activities, and higher education departments.

Referrals to local community resources, not just tribal, helped ensure participants' needs are met. Staff maintained on-going communications with local governments and employers in the Verde Valley and Yavapai County.

ARIZONA@WORK City of Phoenix

Program Highlights

Transition Assistance for Separating Service Members

Luke Air Force Base, ARIZONA@WORK City of Phoenix and the West MEC (Maricopa Educational Center) training facility developed a partnership/cohort to train Service Member airplane mechanics who were within 6 months of separation. The goal was to get them licensed to work in airframe and power plant positions with airlines and other entities utilizing jets for transport. Since July 2015, 22 service members attended training through West MEC, with 19 receiving their A&P license through the Federal Aviation Administration. Sixteen of these were employed locally with average earnings of \$22 per hour to start. The other three have relocated out of state.

To accomplish this, one of the City of Phoenix career advisors and Department of Economic Security Veteran Specialists presented to the Transition Assistance Program (TAP) training class twice per month to discuss workforce services available for transition to civilian careers. Some of the attendees have been in the same military occupation for 30 years and expressed anxiety over how their career could translate to civilian work. ARIZONA@WORK Job Center services assisted them in obtaining certifications, as well as their job search.

Other training opportunities were being discussed and will be available soon. These include the Airline Transportation Pilot License, Professional Human Resource Certification, A + Certification, Heating Ventilation and Air Condition Technician Program and Project Management Professional Certification. Individuals at Luke Air Force Base have shared this partnership with their colleagues, and it appears to be one-of-a-kind in Arizona.

Partnership for Opening Doors

As a result of a National Summit on Partnership for Opening (POD) Doors held in Washington, DC, in October 2014, both the City of Phoenix and Maricopa County embarked on an initiative to assist in preventing and ending homelessness through extensive local partnerships. Supported by the U.S. DOL and Housing and Urban Development (HUD), the U.S. Interagency Council on Homelessness and the Butler Family Foundation convened 11 communities.

In mid-2015, program staff representing workforce development, housing, human services and diverse community based organizations convened and discussed approaches for integrating employment and housing strategies to prevent homelessness. The objectives of the Greater Phoenix Employment and Housing Regional Summit, were to: a) Raise Awareness; b) Educate and Share Information; c) Build Partnerships; and d) Promote New Ideas to better align programs and resources and to create a systematic response to homeless employment and housing within Maricopa County. There were 68 attendees that participated to address this issue within the region. This event drew national attention and was facilitated by a national consultant on this topic. Technical assistance was provided to the regional area by HUD to improve the outcomes for homeless job seekers. Out of the local summit the focus for the region became to concentrate efforts on integrating Workforce services with Rapid Rehousing. An integration of services between ARIZONA@WORK City of Phoenix, ARIZONA@WORK Maricopa County, UMOM New Day Center, Mercy House, A New Leaf and Valley of the Sun United Way, have continued to bridge workforce and housing systems in efforts to eradicate homelessness in the City of Phoenix.

Since the integration of Rapid Rehousing programs through Valley of the Sun United Way, UMOM, Mercy House, A New Leaf, and workforce services through ARIZONA@WORK City of Phoenix, close to 200 individuals have obtained stable housing, and more than 50% have obtained employment. Due to these outcomes, technical assistance has been extended and funding through HUD will continue through FY 2017.

Best Practices

Sector Partnerships: An Economic Development Tool

The Advanced Business Services (ABS) Industry Partnership is an industry-led collaboration dedicated to identifying and implementing solutions that enhanced the competitiveness of the advanced business services sector in the greater Phoenix region. Launched in October 2015, the partnership has two primary areas of focus: 1) marketing and promoting the sector; and 2) building a talent development system to prepare the workforce with the skills they need. To date, through the active participation of more than fifteen employers, the ABS partnership has established a speaker's bureau of ABS professionals who speak to regional educators, workforce development organizations, career events, and other venues that provide an opportunity to expose students and jobseekers to careers in the industry.

The partnership is finalizing the creation of a pilot talent development project that will connect advanced business services companies with a pool of pre-screened talent from a select group of education and training partners. The pilot will provide an opportunity for feedback and continuous improvement to ensure that education and training partners are preparing students with the right skills and competencies to meet industry demand.

As an all-volunteer effort, the ABS partnership depends on business leaders who commit their time and strategic thinking to advance shared priorities. Through high-impact solutions that improve the competitiveness of the ABS sector as a whole, the partnership is committed to generating a return on investment in terms of: 1) decreasing recruitment time for open positions; 2) increasing speed to productivity for new hires, and 3) improving retention among employees. City of Phoenix WIOA Title I-B staff is providing staff support in regards to meeting notices, notes, and infographics used during meetings. Industry leaders facilitate all meetings and taskforce activities.

Impacts of Investing in Effective Programming

The City of Phoenix implemented a five-day work readiness workshop series in 2012 called SOAR. Workshops focuses on soft skills, industry research, and the use of social media for the purpose of job search and have proven to be essential in assisting customers to obtain and retain gainful employment. The SOAR workshop series is flexible enough to be tailored to both job seekers looking for entry level career pathway positions and to seasoned professionals looking for specialized advanced positions.

Accompanying the completion of SOAR are several key service delivery products. First, the assessment outcomes of ACT WorkKeys result in a National Career Readiness Certificate that validates an individual's work skills and experience and can accurately predict whether an individual has the skill base necessary to perform certain jobs. This certificate is portable and can be used during job interviews as a skills validation credential. Second, individuals who complete SOAR also have access to professional resume writers and receive a master professional resume that can be tailored to any position they are currently seeking. Third, customers are invited to the ARIZONA@WORK City of Phoenix Linked-In group in order to continue with the networking strategies developed during SOAR. And, to bridge their newly learned skills to their actual job search, customers are invited to structured 1-hour employment readiness sessions to reinforce and apply the services and products they received through SOAR and to support their momentum in moving to family sustaining wage employment.

Through the application of SOAR and the previously mentioned services and products, there was an improvement in the Adult and Dislocated Worker retention rates for ARIZONA@WORK City of Phoenix sites as compared to PY 2014. Improvements were also noted when comparing previous program years. It is through the application of tools like SOAR that staff is able to guide job seekers in identifying skills and training that are marketable and will result in the ability to obtain and retain gainful employment.

Grants

Strengthening Working Families Grant Initiative

ARIZONA@WORK City of Phoenix was awarded a \$4 million grant funded by the DOL to deliver workforce and support services to 600 parents living primarily in Maryvale, a village neighborhood in west Phoenix and Mesa. The interdisciplinary team for this grant comprised ARIZONA@WORK Job Centers City of Phoenix and Maricopa County; City of Phoenix Community Economic Development Department, City of Phoenix Human Services Department (Head Start and Community Action programs); Maricopa County Human Services Department (Head Start); Maricopa County Community College District, Arizona Department of Economic Security Child Care Administration; MAXIMUS Human Services, Incorporated and the Association for Supportive Child Care. The project will recruit, train and assist low income parents with dependent children who qualify for Head Start, Temporary Assistance for Needy Families and/or WIOA programs. The goal for participants is securing and retaining employment in targeted middle to high skilled H-1B occupations, specifically in healthcare, information technology and business.

At the end of PY 2015, the grant was in its six month implementation phase and partners were working on contracts, staffing and the overall referral process. The grant will begin enrolling parents no later than January 1, 2017.

ARIZONA@WORK Pinal County

Transition to WIOA

In June 2015, Governor Ducey identified Arizona's 12 local workforce development areas as required under the WIOA. This included the designation of Pinal County as a local workforce development area. Previously, Pinal County had formed a workforce area jointly with Gila County. Given this historical event, PY 2015 was a transition year not only because of the implementation of the WIOA. For Pinal County, it provided the opportunity to determine its own future regarding the alignment of its economic development, educational and workforce development efforts.

Pinal County joined the other 11 local workforce development areas in adopting the new statewide brand for Arizona's workforce system, ARIZONA@WORK. Through public and private partnerships, ARIZONA@WORK helps employers of all sizes and types recruit, develop and retain qualified employees to meet diverse needs. By uniting the network—and unifying the services, resources and offices under one name and identity—Pinal County can better serve employers and job seekers throughout Arizona. Each local area adopted the new brand and on February 17, 2016, ARIZONA@WORK Pinal County was born.

In order to serve the anticipated number of Pinal County residents, the Pinal County Board of Supervisors approved the move of the comprehensive center in Casa Grande to a new and larger location during PY 2015. Core partner programs, Adult, Dislocated Workers, Youth, Employment Service, Vocational Rehabilitation and Adult Education services, will join the Veterans Program as well as other WIOA required partners and community partners in the new location when it opens during the first quarter of PY 2016. Affiliate sites and Access Points serving the balance of Pinal County are being evaluated in PY 2016 to ensure effectiveness of service delivery.

Grants

As a new LWDA, ARIZONA@WORK Pinal County began to pursue opportunities to secure discretionary grant funding. In February 2016 an application was submitted to the Chicago Cook Workforce Partnership. Although Pinal County was not successful in being awarded grant funds, the development of the *Renaissance Retail Project* proposal engaged all core and partner programs in contributing to the effort and allowed Pinal County to explore sustainable strategies regarding sector strategies and career opportunities in the retail industry.

Program Highlights

Adult Program Success Story

Jessica was a veteran and a single mother with two boys. She had been attending Central Arizona College for her pre and co-requisites for the nursing program. She was accepted into the program and was in need of assistance to complete her training and was enrolled in the Adult program in 2014. The program provided assistance with books, transportation, car repair, testing and licensing fees. She graduated from Central Arizona College in December 2015, passed the State of Arizona Registered Nursing exam and became licensed in February 2016. She found employment as a registered nurse with Correctional Corps of America in Florence, earning \$34.00 an hour.

Dislocated Worker Success Story

John was a Disabled Veteran raising four grandchildren. He was laid off from ASARCO in August 2015. He attended the Rapid Response presentation held at his jobsite and was provided information on benefits and programs available to employees. He was enrolled in the Dislocated Worker program in October 2015 and requested assistance with commercial drivers' license (CDL) training. He received his CDL license in December 2015 and was employed by Right Away Disposal in January 2016. He is currently working full time and earns \$17.00 an hour.

Best Practices

ARIZONA@WORK Pinal County worked hard to shield the public customers from the program labeling of services offered through the workforce system. By focusing on the single brand, a strong collaborative bond with county and city economic development managers was forged,

which helped economic development efforts. Numerous business attraction efforts have included a close partnership between economic development and workforce development teams, for example, the Attessa Center for motor sport technology, research, auto racing and other recreational activities. When the Pinal County or Casa Grande Economic Development Managers need current labor market information as part of an attraction effort, they call on ARIZONA@WORK Pinal County to provide the needed information.

An important tool in workforce development is the use of data from the AJC system and access to EMSI - a subscription based company that provides economic and workforce developers with data insights on their region, so they can understand their comparative strengths, showcase their available workforce, develop career pathways, find gaps in their local training system, and much more. Reports can be generated utilizing EMSI databases that allow ARIZONA@WORK Pinal County to drill down to zip codes and provide a summary of the workforce in particular occupations.

ARIZONA@WORK Pima County

Transition to WIOA

In June 2014, Pima County staff began to provide ongoing WIOA information, updates and timelines to members and guests at the Pima County LWDB monthly board and committee meetings. Pima County staff joined several of the WIOA statewide task forces formed in September 2014. Monthly LWDB meetings began featuring presentations and discussions on WIOA-related topics and a presentation about Arizona and Pima County's demographics and labor market information including definitions/data products and services, and employment estimates and forecasts.

In October 2014, the LWDB began reviewing its membership to ensure it would meet WIOA board composition requirements, and in April 2015, the LWDB's annual board retreat was focused on the WIOA requirements for board composition, structure and functions; selection of One-Stop operators and providers; the local area plan and required contents; the performance accountability system; required employment and training activities; and youth programs. Subsequently, the Pima County LWDB established a By-laws Advisory Committee. The Committee met on May 27, 2015, and began revising the LWDB's by-laws to ensure they would meet WIOA requirements. On May 3, 2016, the Pima County Local Elected Officials approved the recommended revisions.

Six new LWDB members were appointed at the July 7, 2015, Pima County Board of Supervisors Meeting to help ensure that the LWDB continued to meet the WIOA local board composition requirements.

The Pima County WDB monthly meetings featured a staff report from Charles Casey, Director, Pima County Community Services, Employment and Training (CSET) that included information and updates on:

- WIOA-related Timelines and Regulations;
- Pima County Total Nonfarm Payroll Employment Data;
- Pima County Employment and Unemployment Insurance;
- ARIZONA@WORK Pima County Job Center Business Services Team;
- ARIZONA@WORK Pima County Job Center Monthly Services and Clients;
- The Bureau of Labor Statistics' (BLS) Reports; and
- New Legislation/Bills being introduced by U.S. Representatives.

LWDB members were asked to announce their WIOA-related activities at monthly LWDB meetings. LWDB members do great work to help local employers and job seekers. They develop effective linkages with local employers to support employer utilization of the local workforce development system and to support local workforce development activities.

The ARIZONA@WORK Pima County Job Center Business Services Team also provided monthly reports to the LWDB. Topics included proven or promising strategies for meeting the employment and skill needs of workers and employers, such as the establishment of industry and sector partnerships. To ensure that workforce investment activities meet the needs of employers and support economic growth in the region, LWDB members enhanced communication, coordination, and collaboration among employers, economic development entities, and service providers. Michael Guymon, LWDB member and Vice President of Regional Development, Sun Corridor Inc. and Gregg Johnson, Past LWDB Chair (retired 10/14) and Director, University of Phoenix (retired 10/14) attended the Arizona Commerce Authority's Annual Sector Strategy Summit in Phoenix on June 2, 2016. This annual gathering of active sector partnerships from around the State provided a great chance to learn more about sector partnerships, to learn from each other, and to help guide the State on better ways to support this work going forward.

The Pima County LWDB held its first monthly meeting of the new fiscal year on Friday, August 14, 2015 at Archery Precision Shooting Equipment (PSE) - the largest manufacturer of compound bows, target bows, crossbows, and traditional recurve bows in the world. The LWDB wanted to have a meeting at this Tucson employer's location to determine how the LWDB and PSE could work together to improve the quality and labor market relevance of workforce investment, education, and economic development efforts and how to provide Pima County workers with the skills and credentials necessary to secure and advance in employment with

family-sustaining wages. Jonathan Schepley, President of PSE, made a presentation on the workforce needs of his company as did Peg Harmon, LWDB Member and Chief Executive Officer, Catholic Community Services of Southern Arizona. She explained how the Ending Poverty Committee met with several local community organizations to focus as a group on creating a pipeline for training. The group determined that they were most concerned about poverty and those who face the most barriers to achieving their first job or a training opportunity.

Program Highlights

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



Congresswoman Martha McSally joined Pima County Board of Supervisors Sharon Bronson and Ramón Valadez in a discussion with veterans and employers at the Kino Veterans' Workforce Center on August 8, 2015. They discussed the challenges of transitioning veterans into civilian jobs.

SNAP E&T Program

The ARIZONA@WORK Pima County Job Center established a partnership with the local Arizona DES Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) Program and initiated a formal referral process. ARIZONA@WORK Pima County assigned four Workforce Development Specialists to three local DES offices. This SNAP E&T partnership is intended to assist SNAP recipients with obtaining employment and to promote long-term self-sufficiency and independence by preparing SNAP recipients for employment through work-related education and training activities. As of June 2016, the referral process was still new in its second month and there was no data to report yet.

Success Stories

In December 2015, "D" and her twin sister came to a job center looking for job leads and basic career services. They were very hesitant to speak with anyone about their barriers to employment or service needs, but were identified by the Welcome Team Staff as needing additional assistance and were persuaded to sit down with a Program Coordinator. Gradually winning their trust, staff learned that both "D" and her twin sister were living on the streets,

having moved to Tucson after a family crisis left them alone and destitute. Multiple resources and partners were used to house the two women in a motel for two weeks and secure an apartment for them to move into, and then help them get signed up for SNAP and healthcare coverage. One of the twins secured employment at a call center, while the other was able to return to her freelance writing work once she had a safe place to stay.

James is a 50+, hard-of-hearing, VR client. His goal with VR was to receive a certificate to work with computers. VR suggested to James that he go to the ARIZONA@WORK Pima County Job Center for assistance and to look for a part-time job. He first entered the ARIZONA@WORK Pima County workforce system at the ARIZONA@WORK Pima County Rio Nuevo Job Center. He met with a Workforce Development Specialist but felt intimidated and was not following through with the process. Eventually the Specialist referred James to the Community Outreach Program for the Deaf (COPD). This organization is an ARIZONA@WORK Job Center partner and co-located there. James began was exposed to assisted listening technology, and he took advantage of information and resources provided to him such as a Health Expo where he was able to receive dental care. While working with the COPD and seeking a part-time job, James applied at a local Ace Hardware store, an eligible provider of transitional jobs. James had been a handyman for many years, but never thought he could work for Ace Hardware with his communication challenges. The ARIZONA@WORK Job Center Transitional Jobs funds for Adults provided a foot in the door at Ace Hardware for James. This successful partnership included a job coach who visited James weekly to address home and work issues to help improve and ensure stability after his 7-week internship. James was offered a job and is a great example of success in the workplace when offered the opportunity to develop entry level skills that did lead him to permanent employment and retention in unsubsidized employment. He now works part-time at Ace Hardware and is planning on going to school for a computer certificate. When asked about how he was doing at work James was very emotional and appreciative of all the support and the work experience opportunity. He never thought he could be where he is now because of the many barriers to employment that he had been facing.

Sector Partnerships

Two sector partnerships emerged as a result of the Sector Partnerships Forum held by the Pima County LWDB and Sun Corridor Inc. (formerly Tucson Regional Economic Opportunities) in PY 2015.

The Tucson Healthcare Industry Sector Partnership is co-chaired by the Tucson Mayor's Office and Sun Corridor Inc., and the Pima County ARIZONA@WORK Job Center system staff is actively supporting the partnerships' Talent Subcommittee, along with representatives from Pima Community College's Health Profession Opportunities Grant (HPOG). The grant's focus on developing career pathways for low-income job seekers to grow the skilled workforce in nursing

dovetails with the Talent Subcommittee's focus on retention, training and advancement of the entry-level workforce. Other sub-committees are focused on medical tourism, increasing collaboration and coordination on preventing opiate abuse, and strengthening linkages to innovation and emerging medical technologies. LWDB member Judy Clinco, President/Executive Director, Catalina In-Home Services, Inc., serves on a subcommittee and LWDB member Michael Guymon, Vice President of Regional Development, Sun Corridor Inc. serves as the convener.

The Tucson Aerospace & Defense Initiative and Industry Sector Partnership is co-chaired by LWDB member Molly Gilbert, Director, University and Community Engagement, University of Arizona (UA), UA Tech Parks Arizona and the Arizona Technology Council. The small leadership team is focused on first identifying the sector's top opportunities in terms of emerging markets and regional competitive advantages, developing a campaign to "tell our technology story," and developing a qualified workforce through closer partnerships with educational and workforce partners in engineering and information technology.

Grants

Health Profession Opportunities Grant (HPOG)

A collaboration between Pima Community College and the Pima County workforce system, the five-year Round One HPOG grant was completed in March of 2016. The grant made a significant impact, with nearly 1,000 people successfully completing occupational skill training across 15 healthcare occupations. The partners were successful in winning a second-round competitive HPOG grant in order to expand the health career pathway over another five-year period.

H1-B Southern Arizona Technical Career Pathways

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

Youth CareerConnect

This H1-B grant was awarded to Innovation Frontier Southwest to create four-year pathways from 11th grade to the second year of college leading to industry-recognized credentials in information technology, industrial technology, and aviation technology, as well as a high-school applied Science Technology Engineering Math (STEM) education initiative in Santa Cruz County called Metromatematicas. A total of 155 high-school students have been enrolled in the pathways to date. Summer work-based learning activities included paid internships in machine shops, National Center for Construction Education Core and Microsoft Certified Solutions

Expert certification courses, and a bioscience academy at the Pima County Regional Wastewater Reclamation Department.

Senior Community Service Employment Program (SCEP)

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

Best Practices

Next Steps for Vets

Pima County’s One-Stop Kino Veterans’ Workforce Center continued to co-sponsor a quarterly conference called *Next Steps for Vets* to help regional industry partners connect with recently-separated veterans and transitioning personnel. The conferences highlighted careers in some of the LWDB’s six target industry sectors and subsectors that include:

- Aerospace and Defense;
- Aerospace and Defense-Manufacturing;
- Aviation Technology;
- Health and Bioscience-First Response;
- Health and Bioscience-Health Care;
- Infrastructure-Communications;
- Infrastructure-Construction;
- Infrastructure-Energy;
- Infrastructure-Mining; and
- Logistics.

Presenters explained the sequence of assistance and training programs to help encourage veterans to make a smooth transition in the local economy. LWDB members often help coordinate this event and participate as presenters. *Next Steps* conferences have engaged more than 50 employers and more than 175 former and separating individual military personnel.

Pima County Rapid Response Services – Freeport-McMoRan Inc.

Impacted by declining copper prices, Freeport-McMoRan Inc. (FCX) announced a closure of its mine in Sahuarita, Arizona. The Rapid Response Team contacted human resources and the management team at FCX to discuss delivery of services. Several Rapid Response services were selected, including the Manager Training on how to conduct a successful layoff. These services were provided to 40+ managers, supervisors, HR staff and superintendents.

During the month of December 2015, the Pima County Rapid Response Team provided 29

on-site orientations for 846 FCX employees that included programs and services information about:

- ARIZONA@WORK Pima County Job Center;
- DES Employment and Unemployment Insurance;
- Mortgage Assistance;
- Financial Budgeting; and
- Alternative Health Insurance.

The orientations were offered to employees and spouses on-site at FCX, the Sahuarita Town Hall, and at the ARIZONA@WORK Kino Job Center. The Towns of Sahuarita and Green Valley and other local and out of state businesses also reached out to offer their services, facilities, and employment opportunities.

On January 27, 2016, the ARIZONA@WORK Job Center Business Service Team coordinated a job fair for former FCX employees. Over 100 dislocated workers from FCX attended the job fair that was hosted at the ARIZONA@WORK Kino Veterans' Job Center. The dislocated workers had the opportunity to meet with 15 different companies: 13 were local; one was from Texas; and another employer offered positions at its two sites in Colorado and Nevada.

As a result of recovering copper prices, the mine will stay open and the layoff event planned for July 2016 was cancelled. FCX continues to operate with no expected layoffs; however, the workforce was reduced by about 1/3 during the year.

ARIZONA@WORK Santa Cruz County

Transition to WIOA

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

Santa Cruz County Workforce Development continued to reach out to the community in Santa Cruz County, including Nogales, Rio Rico, Tubac, Patagonia, Sonoita and Elgin areas. Staff met

regularly with mandated partners to further understand each program's functions and changes program operations related to WIOA. Santa Cruz also continued to strengthen relationships with all three area school districts, including Nogales Unified School District, Santa Cruz Valley Unified School District and Patagonia Public Schools to offer services to in-school and out of school youth and to explore strategies for reaching more out-of-school youth.

Program Highlights

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

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

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

Grants

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

Best Practices

Santa Cruz County Workforce Development has established a process for timely and seamless referral of eligible participants to core partners for program services, including AJC registration,

employment services, job placement services, resume preparation, employment recruitment services, vocational counseling and training, Veteran support services, tutoring, adult basic education classes, GED® preparation classes and English classes.

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

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

Success Stories

The following participants represent our program's ability to serve and achieve success:

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

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

ARIZONA@WORK Southeastern Arizona

Transition to WIOA

Southeastern Arizona staff continued to prepare for transition to WIOA by becoming a member of the WIOA Partners group. The group was originally set up by Cochise College Adult

Education Director; it is comprised of Adult Education, WIOA, Wagner-Peyser, and Vocational Rehabilitation staff. The group does have other members outside the four core partners and meets every other month. At each meeting, a member of the group or guest will give a presentation on the services they provide.

Program Highlights

Lifeskills Classes

Graham County Probation and ARIZONA@WORK Southeastern Arizona developed a collaborative partnership for ARIZONA@WORK to develop and deliver life/money/job skills classes to youth and young adults currently on probation. The time commitment was for a total of 36 hours of instruction.

Employment Community Survey

Southeastern Arizona conducted an Employment Community Survey throughout the tri-county area to ascertain if the general public knew who we are, what services we provide and how we could improve our services. The questions asked included:

- 1) What community do you live in?
- 2) Which best describes your current situation (job seeker, unemployed, etc.)?
- 3) Select all organizations that you are familiar with.
- 4) Select all of the services that are beneficial to you.
- 5) Where do you most often receive your news? Select your top 5.
- 6) How do you prefer to be contacted by a business? Select your top 2.
- 7) How often do you prefer to be contacted by a business? Select 1.

Workforce partners conducted numerous career and hiring fairs. Seven career fairs in various cities in southeastern Arizona attracted over 800 job seekers. Events included the Graham County Career Fair, with 229 job seekers and 32 vendors in August 2015, the Sierra Vista Job Fair at the Mall at Sierra Vista with 186 job seekers and 53 employers in September, and the Next Steps for Vets event at the UA Tech Park, Tucson, AZ in October. Hiring Fairs were organized for a variety of area employers.

Rapid Response, Layoff Aversion

A Sierra Vista employer requested assistance with certification training for employees. This training was required by a contractor in order for the employees to retain their positions. The employer sent an “outstanding support from ARIZONA@WORK” letter, including the following lines:

“First and foremost thank you for the outstanding support from ARIZONA@WORK. Because of the ARIZONA@WORK team we are well underway to protecting our staff by getting the

appropriate training for the required certifications to maintain their positions. Because of the support from ARIZONA@WORK we now have 31 of our personnel getting the certification training they need to maintain their critical positions.”

ARIZONA@WORK – YAVAPAI COUNTY

Transition to WIOA

In partnership with the Yavapai County Board of Supervisors, the Yavapai County LWDB, the Northern Arizona Council of Governments (NACOG) and DES, ARIZONA@WORK Yavapai County has been successful in planning and implementation of WIOA. NACOG actively participated with state implementation teams and U.S. DOL training. The LWDB formed local implementation teams with NACOG as lead for the WDB and Board of Supervisors. Recruitment and appointments to the WIOA-compliant LWDB and designation of the Workforce Development Area have been accomplished. Yavapai County elected to maintain the Board’s WIA membership and added labor and private business to meet WIOA requirements. The Board now has four labor representatives and has added private sector representation to include management and the area’s largest employer, Yavapai Regional Medical Center HR Director, as well as a Title II Representative. The LWDB also continues a Youth Council which has actively advised youth services. Yavapai has revised forms, created career pathways plans, and selected a One Stop Operator and Youth Provider through a Request for Proposal process. The area has also begun updating the business plan, revising bylaws, and training on policies and procedures.

Program Highlights

Yavapai County accomplished the ARIZONA@WORK launch for two comprehensive One-Stops in the area. LWDB members and community and local elected officials joined staff for the launch celebration. In PY 2015, Yavapai placed additional emphasis on outreach, with the result that attendance at orientations to services tripled. Team members made public service announcements on area radio stations to discuss services offered in the three ARIZONA@WORK Job Centers. For Yavapai County, performance outcomes and quality of service delivery remain areas of focus, and the County continues to be in top two in the state for successful performance measures. Both state and independent audits and monitoring were completed with no findings.

The Business Assistance Center in the ARIZONA@WORK Job Center continues to be strong, offering quality business services throughout the county. This year the BAC provided services to 996 clients and 92 employers, hosted job fairs and presented several advanced business performance and industry innovation seminars by Dr. Subach, a professor at Northern Arizona University. These training opportunities helped the local area to focus on One Stops related to Business Services.

Grants

NACOG continues an on-demand transit program with the Town of Prescott Valley. The Town provides \$50,000 to assist with the transport of labor to market where there is no other public transit. Yavapai County is an active partner with the U.S. Department of Commerce Economic Development Area. NACOG is the Administrator for the four-county Economic Development Planning Region in Northern Arizona. Staff has assisted the town of Chino Valley with a grant application to develop an infrastructure project. The project has been awarded \$2 million including match and will allow for job creation and retention in Yavapai County.

Best Practices

NACOG as the Administration for the LWDA and the four-county Economic Development Division has partnered with Economic Development in the Region for more than 15 years. This year one of the successes was the location of a new company, Makstride. Makstride relocated to the Prescott area from Utah. The LWDA was successful in providing services for staff relocation, creation of 16 jobs, some of which were on-the-job training. ARIZONA@WORK also provided supportive services as necessary to help with success on the job. Makstride noted “NACOG has been excellent in helping us to find quality people to fill our skilled labor needs through their on-the-job training program. Both the logistic support and training support for hiring many of our employees have been invaluable.”

ARIZONA@WORK Yuma County

Transition to WIOA

On October 8 and 9, 2015, a session was held with representatives of the four core partners required by WIOA and local Yuma County workforce partners. The purpose of the session was to discuss possible contributions that the four core partners could make to infrastructure costs related to support of the Comprehensive One-stop Center in Yuma County. Additionally, partners worked together to address “driving questions” in an interactive manner. Included in the meeting were representatives of the following organizations:

- Yuma Private Industry Council (aka ARIZONA@WORK Yuma County)
- Goodwill of Central Arizona
- DES Employment Service (ES)
- DES Veterans Service
- DES Rehabilitation Services Administration (RSA)
- Portable Practical Educational Preparation, Inc. (PPEP)
- Adult Literacy Plus Southwest (ALPS)
- South Yuma County Consortium (Adult Education)

- Arizona Western College

Driving Questions Participants were asked to address:

1. What would the profile of an “ideal” candidate from each program look like demographically, prior to referral to Job Training Services at the Comprehensive One-Stop Center?
2. What would be the “ideal” profile of a candidate being referred to a Core Partner from the Comprehensive One-stop Center?
3. What are the elements of a “robust” referral process between partners that would satisfy documentation and quality features for the customer?
4. What types of reciprocal services could partners contribute even if they are not located in the Comprehensive One-stop Center?
5. What are some ways we can strengthen collaboration, trust, and communication among all partners which would increase the potential for excellent customer service?
6. In what ways could we customize the Core Partner information in a manner that would capture the timing and other types of program features in order to present relevant reports to the Workforce Development Board?
7. How do you envision the Core Partners working together to implement an ideal career pathway model and what other partners need to be included?

The answers to the Driving Questions were compiled in a report and distributed to all the participants of the meeting. The value of the discussions and sharing of information assisted in the development of a framework and a vision of how to proceed in the implementation of the Act in Yuma County. Other activities accomplished include:

- A. There was a smooth transition of the Core Partners into ARIZONA@WORK Yuma County. Core partners participated in the development of the 2016-2020 Local Plan and assumed their positions on the Local Workforce Development Board.
- B. An ARIZONA@WORK Yuma County Process Improvement Team developed a standardized Power Point presentation with a “voice over” orientation process. This process was accepted by the partners co-located in the Comprehensive One-stop and will be implemented in the coming program year.
- C. The Local Rehabilitation Services Administration Office has scheduled itinerant service delivery at the ARIZONA@WORK Job Center and at the Martin Luther King Youth Services Affiliate site.
- D. Workforce Program orientations were scheduled and delivered on a regular basis at the Affiliate Employment Service (ES) site.
- E. Monthly and quarterly meetings were scheduled with the Core Partners to improve communication and share information.

Program Highlights

In 2015, Yuma County citizens approved the formation of Yuma's Joint Technical Education District – The Southwest Technical Education District of Yuma (STEDY). A Joint Technical Education District is an independent school district specifically established to provide approved career and technical education (CTE) or “vocational” programs to high school students. Yuma's Joint Technical Education District (JTED) provides another avenue for students to begin working on career options while attending high school. These options allow the young adults to begin planning for their future and joining the workforce. ARIZONA@WORK Yuma County, Yuma Union High School District, and Arizona Western College collaborated with Pima, Santa Cruz, and Cochise Counties to apply for and be awarded a Youth Career Connect Grant. This program focused on careers in which H1B applications have been granted in the area to begin a grass roots effort to train youth for these jobs in the future. Yuma County chose Industrial Technology and Cyber Criminology as the two areas to focus on. High school juniors are recruited and enrolled in the program to begin taking dual credit and/or college courses in these two career pathways. Upon completion of high school the grant provides funding for these students to complete their AA degrees in these career fields. The JTED collaborated with the workforce development system to add these programs of study to their offerings, which allow students to take classes in high school which the JTED program pays for.

There were 37 students in the first group of JTED students that began classes in January. Ten students were enrolled in the Yuma Private Industry Council, Inc.'s Charter High School and 27 were students in the YCC program. It was a wonderful opportunity for these young people to start on their career pathway. Thirty-six students completed their first classes. All partners are excited about the continued collaboration with the JTED.

Grants

As indicated above, Yuma County has a Youth Career Connect program which is a joint collaboration with Pima, Santa Cruz, and Cochise County. This grant began in 2014 and will continue through 2018. The focus is on two career pathways, Industrial Technology and Cyber Criminology. The program enrolled 28 students the first year and 52 students the second year. The first year students have graduated from high school and taken several dual credit and/or college courses. They will be continuing on to Arizona Western College in the fall. Some students are involved in college classes and internships this summer. Five students will be starting at the Yuma County Assessor's Office to learn about reading aerial maps and utilizing software programs to draw maps and house exterior walls. The internships provide the students with additional skills and options once they complete their education.

The students have also participated in Microsoft Technology Associate Certification programs, earning certifications which identify their expertise in network security, maintenance of computer systems and network administration. Other programs were Microsoft Office

Certification and the National Center for Construction Education and Research (NCCER) core certification.

Best Practices

Core Partners were invited to regularly scheduled monthly Training and Technical Assistance sessions sponsored by the ARIZONA@WORK Job Center. These sessions promote alignment of processes and provide general information on the activities of the core partners.

After a strategic planning session that was conducted on October 8th and 9th of 2015, a Process Improvement Team was formed to identify employers that work with job seekers who have special needs. The areas targeted were youth, veterans, limited English speakers, older workers, and job seekers with a disability or a felony. The Process Improvement Team consisted of staff from ARIZONA@WORK Yuma County Job Center, Employment Service, Rehabilitation Services Administration (RSA), Veterans Services, Migrant Seasonal Farmworker Unit, Portable Practical Educational Preparation, Yuma County Juvenile Court, Achieve Human Services, and Goodwill of Central Arizona. The program "Employer Network for Special Needs" (ENSN) was designed to capture information of employers that can work with job seekers who have special needs and requirements to secure employment. The information captured was determined by the partnering agencies and designed by the ARIZONA@WORK Yuma County Information Technology Department. The program is web-based and can be accessed, updated and utilized by all partnering organizations.



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SERVICE TO VETERANS

The following section highlights activities provided to Arizona's Veteran population during PY 2015.

Returning Service Members or Recently Separated Veterans as WIOA Title I-B Dislocated Workers

LWDAs 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, LWDAs are required to determine the eligibility of such individuals as Dislocated Workers.

Local Veteran Employment Representative and Disabled Veteran Outreach Program Representative

DES, WIOA Title I-B 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 Service" to special disabled veterans, disabled veterans, veterans, and eligible spouses in all Employment Services offices and One-Stop Centers.

Through the 100 percent federally funded grant of \$4,000,784 from U.S. DOL/VETS, the DES Workforce Administration employed 38 Disabled Veteran Outreach Program representatives (DVOPs) and 17 Local Veteran Employment Representatives (LVERs) statewide. The DVOP staff facilitated intensive services to veterans with significant barriers to employment. DVOP staff included any combination of the following services, but at a minimum the first two were required:

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

DVOP staff targeted services to special disabled veterans, economically or educationally disadvantaged veterans, and veterans with other barriers to employment, especially homeless veterans. LVER staff focused their efforts on developing relationships and promoting the benefits of hiring veterans to employers in the community. For the reporting period July 1, 2015, through June 30, 2016, the total number of veterans and eligible persons seen by the DES Employment Administration was 9,926.

Homeless Veterans “Stand Down”

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

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

Table 4: Stand Down	
Location	Number of Homeless Veterans
Phoenix Stand Down	1036
Flagstaff Stand Down	216
Tucson Stand Down	193
Bullhead City Stand Down	186
Pinal County Stand Down	163
Prescott Stand Down	91
Yuma Stand Down	78
Sierra Vista Stand Down	29

Gold Card Initiative

The Gold Card Initiative is a joint effort of the U.S. DOL Employment and Training Administration (ETA) and the 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 ARIZONA@WORK Job Centers facilitated even 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 ARIZONA@WORK Job Center to receive enhanced intensive services including six months of follow-up. Immediately upon presentation of their Gold Card, all veterans were scheduled to meet with a DVOP staff member. The DVOP staff then conducted assessments to determine if the veteran met eligibility for Title 38.

Once eligibility was established, the veteran was provided an array of intensive service including, 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 was 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 were generated to ensure the staff conducts timely follow-ups. At any time it was discovered that the veteran needs additional services, a re-assessment is completed and intensive services was provided.

Additional Veteran Initiatives

DVOP and LVER staff promoted a variety of additional initiatives including the Work Opportunity Tax Credit. 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 2015:

Table 5: Hiring Events in PY2015	
Event Type	No. of Events
Veteran focused hiring events	117
Yellow Ribbon	2
Employment related workshops	398

Hilton Initiative

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

Phoenix Career Expo

The Phoenix Career Expo is an annual hiring event that is held at the State Fairgrounds the third week of March. Veterans Priority of Service is recognized by letting veterans enter the event one hour earlier than the general public to provide them the opportunity to access employers. The Expo is designed to showcase all of the services available in the One-Stop Career Centers to include: a resource room equipped with computers, fax machines and copiers; registration in the state labor exchange; resume reviews, and employment focused workshops. This year there were 225 employers in attendance and 4,689 job seekers. There were 81 staff representing a variety of programs to include: Employment Service, Local Veteran Employment Representatives, Disabled Veteran Outreach Representatives, Supplemental Nutrition Assistance Employment & Training, Maricopa County Workforce, City of Phoenix Workforce, Vocational Rehabilitation Services, and the system support staff.

REPORTING

Program Reporting

Arizona uses the AZ Job Connection (AJC) case management system. AJC is hosted by America's Job Link Alliance (AJLA), 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 30, 2011.

As an AJLA member Arizona is completely involved in the design, testing, and ongoing development of AJLA products. Arizona currently has staff that attends the AJLA Steering Committee meetings three times a year and provides a nominating representative, who along with 15 other states approves requests for system enhancements. AJLA has three sub-committees: America's JobLink, Reporting and CertLink to support the Work Opportunity Tax Credit (WOTC) program recently added to AJC. The Arizona staff that attended the AJLA meetings in PY 2015 were sub-committee chairs for the Reporting and CertLink sub-committees. Arizona also has a work group (AJC Workgroup) consisting of State administrators and local area staff that reviewed enhancement requests from AJC users prior to submitting the requested enhancement to AJLA.

AJC created a Workforce Investment Act Standardized Record Data file that was used for the Quarterly (9090) and Annual (9091) Reports. The file was compiled and reported through the Enterprise Data Reporting and Validation System (e-DRVS) to the U.S. DOL Employment and Training Administration. Using the e-DRVS ensures both the accuracy and uniformity of the reported data in compliance with U.S. DOL/ETA reporting requirements.

To ensure data completeness and integrity, the DES Workforce Information Technology Section/Workforce Development Unit in coordination with the WIOA Title I-B Program Lead continued to work with the local areas to correct data that was found missing or causing an error when the e-DRVS process identified data errors during the submission of the WIASRD file.

This program year, changes have been made to AJC in preparation for the new report requirements under WIOA.

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 2 CFR 200, Subpart E for governmental entities, and Public Law 113-128 of the 113th Congress, referred to as the Workforce Innovation and Opportunity Act of 2014.

Five Percent Discretionary Funds

For PY 2015 the portion of the formula grant funds the Governor was permitted to reserve for statewide activities increased to five percent. As a result, states were authorized to reserve for state administration no more than five percent of the total allotment for WIOA 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 LWDAs that fail to meet performance measures:** Technical assistance and capacity building funds were provided to assist LWDAs that failed to meet or were at risk of failing to meet performance levels in any of their program initiatives. DES also provided technical assistance to LWDAs by evaluating their data to enable them to improve performance levels;
- **Evaluate WIOA activities for Youth/Adult/Dislocated Worker and promote methods for achieving high-level performance:** Technical assistance was provided through workshops conducted by DES and federal speakers. WIOA staff from local areas exchanged information about effective, innovative methods used to provide services to WIOA 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 admin and Governor's Reserve funds included:

- AJLA hosting AJC system;
- Development of AJC Fiscal Link: The state worked with AJLA to develop a financial component to the AJC system, utilizing the WIOA five percent discretionary funds;
- Arizona Apprenticeship Program activities; and
- Program rebranding (ARIZONA@WORK).

COST EFFECTIVENESS

Arizona expended WIOA Title I-B funds of \$41,529,579 to provide services and activities through the ARIZONA@WORK One-Stop system for PY 2015 (July 1, 2015 through June 30, 2016). A total of 14,453 participants were served through formula funding provided to the 12 LWDAs. The LWDAs 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 6: Program Cost

Program	PY 2015 Participants	Cost per Participant
Overall for all programs*	14,453	\$2,873
Adult Program	9,230	\$1,405
Dislocated Worker Program	2,071	\$5,496
Youth Program	3,152	\$3,862

*Overall includes Administration Expenses

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

STATE EVALUATION ACTIVITIES

Customer Satisfaction

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

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

The employer populations surveyed were those employers who registered or received some service within a specific timeframe prior to the survey. The exiter populations were those clients who exited from the WIOA Program and were no longer receiving services, but were 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 were reviewed on a case-by-case basis and communicated to local areas as appropriate. Below is a summary of the customer satisfaction outreach data

Table 7: Workforce Innovation and Opportunity Act Customer Satisfaction Results				
Customer Satisfaction	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers included in the Sample	Response Rate
Participants	584	7,690	1,028	56.8%
Employers	476	5,229	658	72.3%

PERFORMANCE DATA

In accordance with Training and Employment Guidance Letter (TEGL) No. 30-14, “Negotiating or Extending Performance Goals for the Workforce Investment Act (WIA) Title 1B Programs and Wagner-Peyser Act Funded Activities for Program Year (PY) 2015,” Arizona requested to continue to use the established targets for PY 2015. The extension allowed the State of Arizona to focus on the implementation of WIOA and to develop the data systems that are a part of the performance accountability system established under WIOA Section 116. This allowed each of Arizona’s LWDA’s to maintain the targets they established in PY 2014 for PY 2015.

DES used 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 were also applied to the Employment Service (9002), Vets 200, and TAA reports. Colleges continued to request and receive FEDES wages for federal reporting.

The State performance goals for PY 2015 were:

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

Table 8: Arizona Performance Goals for PY 2015

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

STATE PERFORMANCE TABLES

Table A – Intentionally removed; reporting is no longer required.

Table B – Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level		% Goal Achieved
Entered Employment Rate	75.3%	77.0%	1,728 2,245	102.2%
Employment Retention Rate	84.5%	86.5%	1,930 2,232	102.3%
Average Earnings	\$13,200	\$14,354	\$25,722,750 1,792	108.7%

Table C – Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	73.8%	749 1,015	80.5%	128 159	54.2%	39 72	70.6%	202 286
Employment Retention Rate	84.0%	853 1,016	84.7%	144 170	83.3%	30 36	83.9%	187 223
Average Earnings Rate	\$12,742	\$10,040,725 788	\$16,916	\$2,300,581 136	\$13,809	\$400,448 29	\$13,141	\$2,247,186 171

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	77.0%	265 344	71.7%	587 819	81.0%	876 1,081
Employment Retention Rate	84.4%	103 122	83.1%	580 698	88.3%	1,246 1,411
Average Earnings Rate	\$12,295	\$1,192,644 97	\$12,490	\$6,632,159 531	\$15,382	\$17,889,001 1,163

Table E – Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level		% Goal Achieved
Entered Employment Rate	83.8%	79.9%	845 1,058	95.4%
Employment Retention Rate	89.5%	90.9%	902 992	101.6%
Average Earning	\$16,700	\$19,612	\$15,983,778 815	117.4%

Table F – Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	84.1%	90	46.7%	7	68.9%	173	70.0%	21
		107		15		251		30
Employment Retention Rate	94.7%	90	91.7%	11	88.4%	183	96.2%	25
		95		12		207		26
Average Earnings	\$22,724	\$1,840,628	\$16,340	\$114,382	\$19,930	\$3,248,531	\$10,098	\$201,960
		81		7		163		20

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	75.9%	44	77.9%	342	81.8%	459
		58		439		561
Employment Retention Rate	87.5%	28	90.9%	348	91.2%	526
		32		383		577
Average Earnings Rate	\$17,763	\$497,351	\$18,696	\$5,982,830	\$20,350	\$9,503,597
		28		320		467

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

Reported Information	Negotiated Performance Level	Actual Performance Level		% Goal Achieved
Placement in Employment or Education	64.5%	72.3%	684	112.1%
			946	
Attainment of Degree or Certificate	61.9%	65.9%	670	106.5%
			1,016	
Literacy and Numeracy Gains	51.5%	59.5%	302	115.5%
			508	

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	71.9%	369	75.0%	3	65.3%	64	68.8%	306
		513		4		98		445
Attainment of Degree or Certificate Rate	67.0%	355	100.0%	2	70.8%	75	55.8%	257
		530		2		106		461
Literacy and Numeracy Gains	57.2%	143	0.0%	0	52.8%	19	59.5%	302
		250		1		36		508

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	78.3%	1,619	\$4,305	\$8,055,465	3.3%	57	\$5,728	\$9,341,781	76.0%	666
		2,068		1,871		1,728		1,631		876
Dislocated Workers	83.7%	861	\$97	\$15,200,677	1.9%	16	\$9,180	\$7,362,703	75.0%	344
		1,029		\$15,647,221		845		802		459
Older Youth	81.5%	287	\$4,658	\$1,509,312	3.0%	6	\$3,791	\$697,612		
		352		324		198		184		

Table M – Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	81,554	78,769
Total Adult Self-Service	70,272	73,465
WIA Adult	79,502	77,650
Actual WIA Adults Served	9,230	4,185
WIA Dislocated Worker	2,071	1,129
Total Youth (14-21)	3,152	1,055
Younger Youth (14-18)	1,966	676
Older Youth (19-21)	1,186	379
Out-of-School Youth	2,040	608
In-School Youth	1,112	447

Table N – Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$12,969,625
Local Dislocated Workers	\$11,381,849
Local Youth	\$12,173,244
Rapid Response (up to 25%) §134 (a) (2)(A)	\$ 1,172,097
Statewide Required Activities (up to 15%) §134(a)(2)(B)	*\$1,133,471
Statewide Allowable Activities §134(a)(3)	Program Activity Description
	State Administration
	\$2,699,293
Total of All Federal Spending Listed Above	
	\$41,529,579

*Statewide Required activities were funded by State Administration, National Reserve and Governor's Reserve funds.

Table O – Local Performance

Coconino County	Total Participants Served	Adults	3,599
		Dislocated Workers	70
		Older Youth (19-21)	12
		Younger Youth (14-18)	16
ETA Assigned # <u>04125</u>	Total Exiters	Adults	3,315
		Dislocated Workers	88
		Older Youth (19-21)	6
		Younger Youth (14-18)	31

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
..Entered Employment Rates	Adults	75.6%	97.0%	128.6%
	Dislocated Workers	84.0%	93.0%	110.3%
Retention Rates	Adults	85.0%	96.0%	112.9%
	Dislocated Workers	89.5%	93.0%	104.4%
Average Earnings	Adults	\$13,500	\$20,787	154.0%
	Dislocated Workers	\$16,700	\$21,267	127.3%
Placement in Employment or Education	Youth (14-21)	64.5%	74.0%	114.2%
Attainment of Degree or Certificate	Youth (14-21)	62.0%	78.0%	125.5%
Literacy or Numeracy Gains	Youth (14-21)	51.5%	33.0%	64.7%
Overall Status of Local Performance		Not Met	Met	Exceeded
		1	0	8

Table O – Local Performance

Maricopa County	Total Participants Served	Adults	15,882
		Dislocated Workers	639
		Older Youth (19-21)	101
		Younger Youth (14-18)	154
ETA Assigned # <u>04135</u>	Total Exiters	Adults	14,513
		Dislocated Workers	198
		Older Youth (19-21)	9
		Younger Youth (14-18)	43

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	75.0%	80.0%	106.6%
	Dislocated Workers	83.3%	82.0%	98.4%
Retention Rates	Adults	84.2%	88.0%	105.1%
	Dislocated Workers	87.7%	95.0%	108.8%
Average Earnings	Adults	\$13,250	\$15,384	116.1%
	Dislocated Workers	\$16,500	\$23,679	143.5%
Placement in Employment or Education	Youth (14-21)	64.5%	76.0%	118.4%
Attainment of Degree or Certificate	Youth (14-21)	61.9%	53.0%	84.9%
Literacy or Numeracy Gains	Youth (14-21)	51.5%	45.0%	87.9%
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	3	6

Table O – Local Performance

Mohave/La Paz Counties	Total Participants Served	Adults	4,323
		Dislocated Workers	63
		Older Youth (19-21)	37
		Younger Youth (14-18)	112
ETA Assigned # <u>04145</u>	Total Exiters	Adults	4,320
		Dislocated Workers	42
		Older Youth (19-21)	11
		Younger Youth (14-18)	50

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	74.5%	88.0%	118.1%
	Dislocated Workers	83.8%	89.0%	106.2%
Retention Rates	Adults	84.5%	81.0%	96.2%
	Dislocated Workers	89.5%	85.0%	94.8%
Average Earnings	Adults	\$11,880	\$15,888	133.7%
	Dislocated Workers	\$14,600	\$21,133	144.7%
Placement in Employment or Education	Youth (14-21)	71.0%	78.0%	109.5%
Attainment of Degree or Certificate	Youth (14-21)	64.7%	75.0%	116.6%
Literacy or Numeracy Gains	Youth (14-21)	51.5%	50.0%	97.1%
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	3	6

Table O – Local Performance

Nineteen Tribal Nations	Total Participants Served	Adults	290
		Dislocated Workers	14
		Older Youth (19-21)	56
		Younger Youth (14-18)	220
ETA Assigned # <u>04120</u>	Total Exiters	Adults	122
		Dislocated Workers	6
		Older Youth (19-21)	25
		Younger Youth (14-18)	76

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	73.0%	68.0%	92.8%
	Dislocated Workers	75.0%	71.0%	95.2%
Retention Rates	Adults	84.5%	82.0%	96.8%
	Dislocated Workers	85.0%	80.0%	94.1%
Average Earnings	Adults	\$11,100	\$9,850	88.7%
	Dislocated Workers	\$13,360	\$13,190	98.7%
Placement in Employment or Education	Youth (14-21)	64.0%	65.0%	100.9%
Attainment of Degree or Certificate	Youth (14-21)	61.9%	65.0%	105.8%
Literacy or Numeracy Gains	Youth (14-21)	46.0%	58.0%	125.2%
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	6	3

Table O – Local Performance

Northeastern Arizona Innovation Workforce Solutions	Total Participants Served	Adults	4,842
		Dislocated Workers	53
		Older Youth (19-21)	24
		Younger Youth (14-18)	69
ETA Assigned # <u>04110</u>	Total Exiters	Adults	4,943
		Dislocated Workers	35
		Older Youth (19-21)	6
		Younger Youth (14-18)	19

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	75.6%	92.0%	121.7%
	Dislocated Workers	84.0%	95.0%	112.8%
Retention Rates	Adults	84.7%	93.0%	109.5%
	Dislocated Workers	87.6%	93.0%	106.2%
Average Earnings	Adults	\$12,400	\$14,533	117.2%
	Dislocated Workers	\$16,700	\$16,231	97.2%
Placement in Employment or Education	Youth (14-21)	65.0%	95.0%	145.8%
Attainment of Degree or Certificate	Youth (14-21)	62.0%	89.0%	144.3%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	79.0%	182.7%
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	1	8

Table O – Local Performance

Phoenix, City of	Total Participants Served	Adults	15,675
		Dislocated Workers	369
		Older Youth (19-21)	356
		Younger Youth (14-18)	512
ETA Assigned # <u>04140</u>	Total Exiters	Adults	16,184
		Dislocated Workers	266
		Older Youth (19-21)	136
		Younger Youth (14-18)	196

Reported Information		Negotiated Performance Level		Actual Performance Level	% Goal Achieved
Common Measures					
Entered Employment Rates	Adults	74.3%	76.0%	102.9%	
	Dislocated Workers	83.8%	81.0%	96.2%	
Retention Rates	Adults	84.5%	87.0%	103.0%	
	Dislocated Workers	89.5%	92.0%	102.3%	
Average Earnings	Adults	\$13,500	\$14,984	111.0%	
	Dislocated Workers	\$17,000	\$22,346	131.4%	
Placement in Employment or Education	Youth (14-21)	65.0%	66.0%	101.5%	
Attainment of Degree or Certificate	Youth (14-21)	61.9%	55.0%	89.4%	
Literacy or Numeracy Gains	Youth (14-21)	52.0%	63.0%	121.8%	
Overall Status of Local Performance		Not Met	Met	Exceeded	
		0	2	7	

Table O – Local Performance

Pima County	Total Participants Served	Adults	15,535
		Dislocated Workers	632
		Older Youth (19-21)	367
		Younger Youth (14-18)	501
ETA Assigned # <u>04150</u>	Total Exiters	Adults	14,527
		Dislocated Workers	344
		Older Youth (19-21)	87
		Younger Youth (14-18)	131

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	74.6%	73.0%	98.1%
	Dislocated Workers	82.1%	72.0%	87.7%
Retention Rates	Adults	82.0%	83.0%	101.8%
	Dislocated Workers	86.1%	89.0%	103.7%
Average Earnings	Adults	\$12,766	\$13,416	105.1%
	Dislocated Workers	\$15,000	\$16,226	108.2%
Placement in Employment or Education	Youth (14-21)	64.5%	69.0%	107.0%
Attainment of Degree or Certificate	Youth (14-21)	62.0%	75.0%	121.0%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	44.0%	102.3%
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	2	7

Table O – Local Performance

Pinal Workforce Development Board	Total Participants Served	Adults	4,516
		Dislocated Workers	99
		Older Youth (19-21)	56
		Younger Youth (14-18)	67
ETA Assigned # <u>04115</u>	Total Exiters	Adults	4,696
		Dislocated Workers	72
		Older Youth (19-21)	18
		Younger Youth (14-18)	20

Reported Information		Negotiated Performance Level		Actual Performance Level	% Goal Achieved
Common Measures					
Entered Employment Rates	Adults	75.3%	58.0%	76.4%	
	Dislocated Workers	83.8%	84.0%	100.8%	
Retention Rates	Adults	84.5%	88.0%	104.1%	
	Dislocated Workers	88.5%	87.0%	98.3%	
Average Earnings	Adults	\$13,250	\$13,659	103.1%	
	Dislocated Workers	\$16,500	\$18,134	109.9%	
Placement in Employment or Education	Youth (14-21)	63.0%	87.0%	137.6%	
Attainment of Degree or Certificate	Youth (14-21)	61.9%	72.0%	117.0%	
Literacy or Numeracy Gains	Youth (14-21)	51.5%	56.0%	107.9%	
Overall Status of Local Performance		Not Met	Met	Exceeded	
		1	1	7	

Table O – Local Performance

Santa Cruz County	Total Participants Served	Adults	937
		Dislocated Workers	1
		Older Youth (19-21)	0
		Younger Youth (14-18)	36
ETA Assigned # <u>04040</u>	Total Exiters	Adults	974
		Dislocated Workers	1
		Older Youth (19-21)	0
		Younger Youth (14-18)	8

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	71.0%	100.0%	140.8%
	Dislocated Workers	74.7%	0.0%	0.0%
Retention Rates	Adults	84.5%	75.0%	88.8%
	Dislocated Workers	88.5%	100.0%	113.0%
Average Earnings	Adults	\$13,200	\$19,512	147.8%
	Dislocated Workers	\$14,550	\$0	0.0%
Placement in Employment or Education	Youth (14-21)	63.0%	75.0%	119.0%
Attainment of Degree or Certificate	Youth (14-21)	61.0%	69.0%	113.5%
Literacy or Numeracy Gains	Youth (14-21)	43.0%	0.0%	0.0%
Overall Status of Local Performance		Not Met	Met	Exceeded
		3	1	5

Table O – Local Performance

Southeastern Arizona Workforce Connection	Total Participants Served	Adults	3,950
		Dislocated Workers	28
		Older Youth (19-21)	30
		Younger Youth (14-18)	144
ETA Assigned # <u>04100</u>	Total Exiters	Adults	4,081
		Dislocated Workers	10
		Older Youth (19-21)	7
		Younger Youth (14-18)	42

Reported Information		Negotiated Performance Level	Actual Performance Level	% Goal Achieved
Common Measures				
Entered Employment Rates	Adults	74.6%	73.0%	98.0%
	Dislocated Workers	83.0%	100.0%	120.5%
Retention Rates	Adults	84.5%	94.0%	111.2%
	Dislocated Workers	87.5%	80.0%	91.4%
Average Earnings	Adults	\$13,200	\$15,677	118.8%
	Dislocated Workers	\$16,400	\$12,958	79.0%
Placement in Employment or Education	Youth (14-21)	64.5%	82.0%	126.9%
Attainment of Degree or Certificate	Youth (14-21)	61.9%	85.0%	137.5%
Literacy or Numeracy Gains	Youth (14-21)	51.5%	100.0%	194.2%
Overall Status of Local Performance		Not Met	Met	Exceeded
		1	2	6

Table O – Local Performance

Yavapai County	Total Participants Served	Adults	3,411
		Dislocated Workers	28
		Older Youth (19-21)	20
		Younger Youth (14-18)	59
ETA Assigned # <u>04080</u>	Total Exiters	Adults	3,377
		Dislocated Workers	23
		Older Youth (19-21)	11
		Younger Youth (14-18)	14

Reported Information		Negotiated Performance Level		Actual Performance Level		% Goal Achieved	
Common Measures							
Entered Employment Rates	Adults	75.3%		97.0%		129.0%	
	Dislocated Workers	85.5%		95.0%		111.4%	
Retention Rates	Adults	85.0%		93.0%		108.9%	
	Dislocated Workers	88.5%		95.0%		107.6%	
Average Earnings	Adults	\$13,100		\$15,408		117.6%	
	Dislocated Workers	\$13,250		\$19,118		144.3%	
Placement in Employment or Education	Youth (14-21)	64.0%		95.0%		149.1%	
Attainment of Degree or Certificate	Youth (14-21)	61.5%		67.0%		108.4%	
Literacy or Numeracy Gains	Youth (14-21)	43.0%		67.0%		155.0%	
Overall Status of Local Performance		Not Met	Met		Exceeded		
		0	0		9		

Table O – Local Performance

Yuma County	Total Participants Served	Adults	6,542
		Dislocated Workers	75
		Older Youth (19-21)	127
		Younger Youth (14-18)	76
ETA Assigned # <u>04155</u>	Total Exiters	Adults	6,598
		Dislocated Workers	44
		Older Youth (19-21)	63
		Younger Youth (14-18)	46

Reported Information		Negotiated Performance Level		Actual Performance Level		% Goal Achieved	
Common Measures							
Entered Employment Rates	Adults	76.0%		77.0%		101.7%	
	Dislocated Workers	83.3%		78.0%		93.7%	
Retention Rates	Adults	84.6%		85.0%		100.9%	
	Dislocated Workers	88.3%		88.0%		99.1%	
Average Earnings	Adults	\$10,750		\$11,837		110.1%	
	Dislocated Workers	\$13,200		\$13,267		100.5%	
Placement in Employment or Education	Youth (14-21)	64.6%		86.0%		133.7%	
Attainment of Degree or Certificate	Youth (14-21)	62.0%		62.0%		100.4%	
Literacy or Numeracy Gains	Youth (14-21)	52.0%		75.0%		144.2%	
Overall Status of Local Performance		Not Met	Met		Exceeded		
		0	2		7		

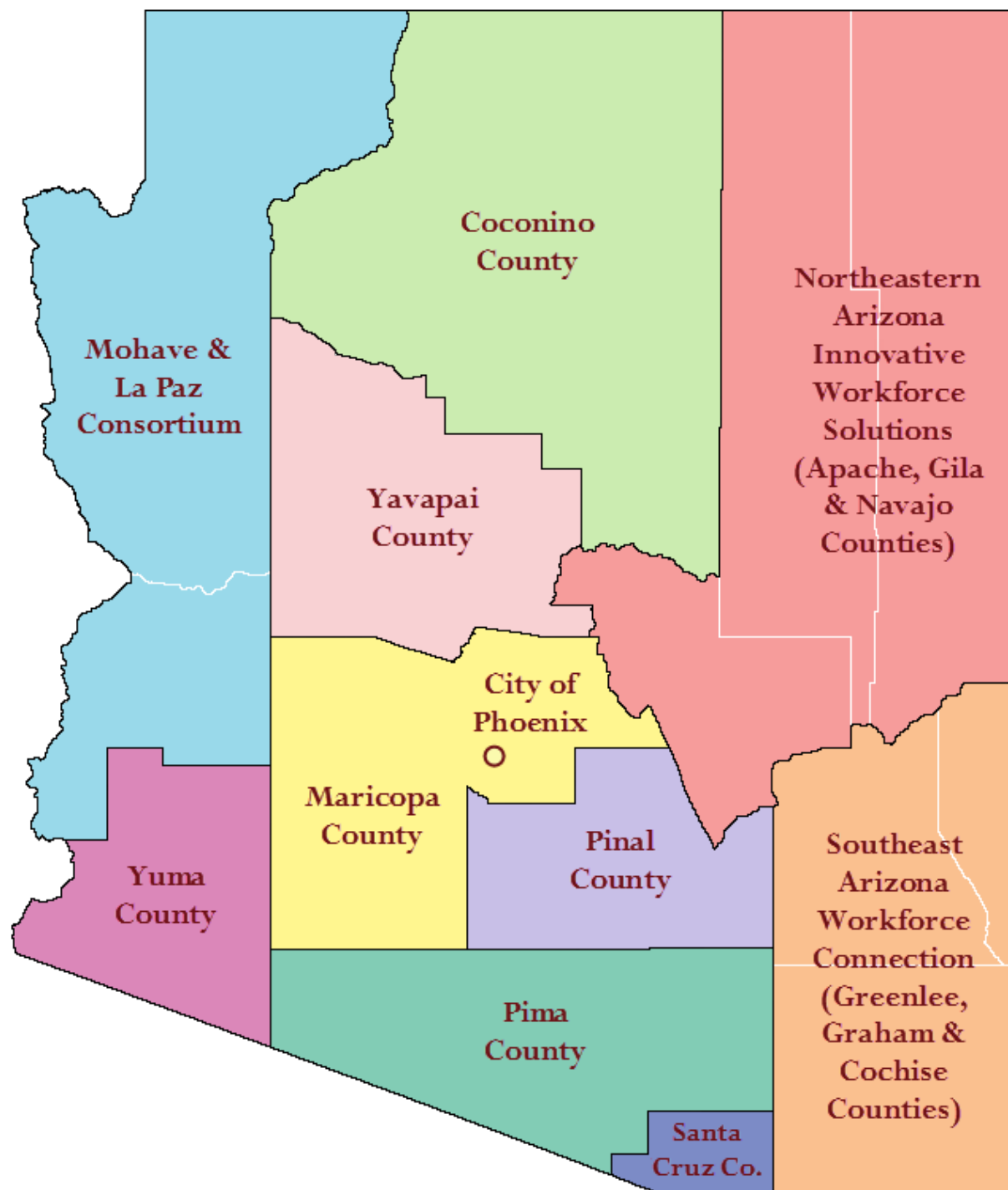
Table P – Veteran Priority of Service

	Total	Percent Served
Covered Entrants Who Reached the End of the Entry Period	6,739	
Covered Entrants Who Received a Service During Entry Period	6,730	99.9%
Covered Entrants Who Received a Staff-Assisted Service During Entry Period	640	9.5%

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	84.6%	66	85.5%	59	94.1%	16
		78		69		17
Employment Retention Rate	92.6%	75	92.8%	64	92.3%	12
		81		69		13
Average Earnings	\$17,784	\$1,191,556	\$18,033	\$1,027,855	\$21,560	\$237,155
		67		57		11

LOCAL WORKFORCE DEVELOPMENT AREAS



LOCAL WORKFORCE DEVELOPMENT AREA NINETEEN TRIBAL NATIONS



LOCAL WORKFORCE DEVELOPMENT AREAS

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