

# Building Futures

The Workforce Investment Act Title IB  
Annual Report  
Program Year 2003

The Workforce Investment Act  
Title IB  
Annual Report  
Program Year 2003  
July 1, 2003 – June 30, 2004



A Partner of America's Workforce Network

State of Arizona  
Submitted by:  
Lela Alston, Manager  
Arizona Department of Economic Security  
Employment Administration – WIA Section

October 1, 2004



STATE OF ARIZONA  
OFFICE OF THE GOVERNOR

Janet Napolitano  
Governor

1700 West Washington Street, Phoenix, AZ 85007

Main Phone: 602-542-4331  
Facsimile: 602-542-7601

Since taking office, it has been a top priority of mine to foster job creation and economic development and to create a workforce system through strong technical and academic foundations. As this annual report demonstrates, Arizona's state and local workforce professionals have continued to move our state forward in meeting these priorities as well as working to finite One-Stop Employment Centers into a unified system.

In Program Year 2003, the Governor's Council on Workforce Policy (GCWP) addressed these priorities by seeking out innovative responses to workforce needs and by helping local workforce investment areas further link- education, economic development and employment to create a workforce system that meets both individual and employer needs. Through the Governor's Set-Aside funds, the GCWP has provided direction and support to help meet specific industry demands, such as implementation of a State Youth Council and Master Teacher's Program to increase performance and available resources for educating youth, the creation of an Early Childhood Professional Workforce Development Program to address critical shortages in eligible providers, and injecting vital resources to bolster training opportunities for healthcare workers.

Arizona's Local Workforce Investment Boards and providers continue to play a vital role by delivering unique solutions to workforce demands. Whether large or small, rural or urban, local area success stories can be seen throughout this Annual Report. I am also proud to announce that all local workforce investment areas have met or exceeded the expected levels for the seventeen federal performance measures.

Congratulations to Arizona's strong workforce leadership as we strive to develop a true system that links economic development, education and employment efforts to meet our workforce needs now and in the future.

Yours very truly,

A handwritten signature in black ink, appearing to read "Janet Napolitano".

Janet Napolitano  
Governor



# Governor's Council on Workforce Policy

Jack Jewett- Chair  
Tucson Medical Center

Linda Aguilar  
Spectra-Physics Semiconductor  
Lasers

David Bems  
Arizona Department of  
Economic Security

Bob Breault  
Breault Research

Tom Browning  
Greater Phoenix Leadership

Ernest Calderon  
Jennings Strauss

James Carruthers  
Arizona House of Representatives

Victor Chavez  
C&D Rent-All, Inc.

Donna Davis  
Communities in Schools of Arizona

Milt Erickson  
Arizona Department of Education

Terry Forthun  
Arizona Federation of Teachers

Susan Glawe  
Blue Cross/Blue Shield

Gilbert Jimenez  
Arizona Department of Commerce

Quentin Johnson  
Phoenix Pipefitter Trades

Steven Juliver  
Universal Avionics Systems Corp.

Claudia Kaiser  
Tucson Electric Power

Gerard Kohbeck  
Pinal Lumber & Hardware

Joan Lauence  
Yavapai College

Suzanne Lawder  
Goodwill Industries, So. Arizona

John Lewis  
Inter Tribal Council of Arizona

Fred Lockhart  
Arizona Private School Association

David Mendoza  
AFSCME International

Sam Pepper  
Sam Pepper Enterprises

Alejandro Reynoso  
AR Utility Specialists, Inc.

Pam Ross  
Honeywell

W. Gary Suttle  
Rockford Corporation

Mary Vanis  
Maricopa Community Colleges

Janice Washington  
J.C. Washington, C.P.A.

October 26, 2004

The Honorable Elaine L. Chao  
Secretary of Labor  
U.S. Department of Labor  
200 Constitution Avenue, NW  
Washington, D.C. 20210

Dear Secretary Chao:

On behalf of the Arizona Governor's Council on Workforce Policy (GCWP), I present the Annual Report for PY 2003.

The concept that "workforce development is good for business" is the focus of Arizona's workforce policy and viewed as an essential strategic component for the state's economic development program. GCWP has focused on Governor Napolitano's objective to foster job creation and economic development, and to ensure that employers and job seekers find our system to be a valued partner for increasing productivity and competitiveness in today's global workforce.

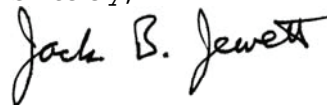
The components of the program include:

- Aligning One-Stop programs and agencies at the state level
- Focusing on continued development of a customer-driven system that places businesses at the center of service delivery
- Establishing standards on the minimum programs and services to be available through local One-Stop Comprehensive Centers
- Development of technology, in addition to the Virtual One-Stop System, such as video conferencing and distance learning creating easier access to comprehensive and affiliate One-Stops.

Building a high-performing workforce investment system requires strong and visible leadership at both the state and local levels. Business leaders are taking an active role in shaping the state and local workforce systems and have become fully engaged partners. GCWP is working diligently to foster leadership, teamwork and accountability.

GCWP congratulates the local areas on their focus and creativity in building an Arizona workforce system for the 21st century global economy. The local areas are the foundation of Arizona's workforce system. Their dedication is reflective of Arizona's successes.

Sincerely,



Jack Jewett

Chair, Governor's Council on Workforce Policy





# Table of Contents

ECONOMIC ENVIRONMENT	1
WORKFORCE INVESTMENT ACT (WIA) TITLE IB GOVERNOR'S DISCRETIONARY FUNDS	2
Eligible Training Provider List	2
Incentive Funds	2
Technical Assistance/Capacity Building	2
High Concentrations of Eligible Youth	3
State Administration	3
Statewide Information Technology (IT) System	3
Displaced Homemakers/Non-Traditional Training	3
Women's Workforce Development Program	3
Community & Youth Workforce Development Programs	4
Expansion of Nursing Programs	4
GOVERNOR'S COUNCIL ON WORKFORCE POLICY (GCWP)	5
GOVERNOR'S COUNCIL MEMBERSHIP	8
STATEWIDE COMPUTER SOFTWARE SYSTEM	9
RESOURCE ALLOCATION AND COST EFFECTIVENESS	10
PROGRAMS SERVING ADULTS	13
SUCCESS SERVING ADULTS	15
PROGRAMS SERVING DISLOCATED WORKERS	17
SUCCESS SERVING DISLOCATED WORKERS	18
PROGRAMS SERVING YOUTH	19
SUCCESS SERVING YOUTH	21
STRATEGIC PARTNERSHIPS/COLLABORATIONS-LOCAL HIGHLIGHTS	23
Mohave/La Paz Consortium	23
Pima County	23
EVALUATION OF WORKFORCE INVESTMENT ACTIVITIES	24
PERFORMANCE TABLES	25
LOCAL AREA AND TRIBAL MAPS	45
ONE-STOP DIRECTORY	47
ACKNOWLEDGEMENTS	54



# Economic Environment

## Economic Environment

During Program Year (PY) 2003, Arizona's unemployment rate steadily decreased from 5.8% in July 2003, to 4.7% in June 2004, [51,200 jobs or 2.3% over-the-year (OTY) change] reflecting a steady increase in jobs. Arizona's OTY Non-farm employment growth ranked third in the nation after Nevada and Oregon at 54,400 (2.5% change) for June 2004. Construction, along with Education/Health, were two major industries that exhibited positive job growth as well in PY2003.

Notable to Arizona's economy has been the OTY increase of 16,600 (9.4% change) jobs in Construction. However, Construction demand is so strong that shortages of some building materials such as steel and cement have increased construction costs and caused construction delays in some cases. As expected, Education/Health continued on an upward trend and showed an OTY increase of 13,400 jobs (5.5% change).

Financial Activities added 1,700 jobs (1.1% change) while Professional and Business Services added 9,500 (3% change), mostly in Administrative and Support Services (6,100 jobs or 3.1% change).

Manufacturing and Information, two industries that have not recovered from the last recession, continued to be weak, although Manufacturing's OTY change was relatively flat (-800 jobs or -0.5% change) while Information lost 2,800 jobs (-5.6% change).

Leisure and Hospitality added 4,200 jobs (1.8% change). Government added 1,400 jobs (0.40% change).

Natural Resources was relatively flat and added 200 jobs (2.5% change) mostly reflecting the increase in the price of copper. Trade, Transportation and Utilities added 6,500 jobs (1.5% change).

Manufacturing and Information are two major industry groups that are expected to continue negative to weak job growth in Arizona, while Education/Health will continue its upward trend. Overall, Arizona's economy is forecasted to continue expanding through 2004 and 2005.

Source: <http://www.workforce.az.gov/>.



# W IA Title IB Governor's Discretionary Funds

## Workforce Investment Act (W IA) Title IB Governor's Discretionary Funds

In Program Year 2003, Governor's discretionary funds were set aside for statewide activities required under the Act. Funds were also set aside for investment in new initiatives that focused on the needs of disadvantaged women and youth, and to address Arizona's nursing shortage.

### Eligible Training Provider List

The W IA requires states to establish policies and procedures for the selection of occupational training providers, and for use of a voucher system (Individual Training Accounts or ITAs) so that training is funded for individuals who qualify. Arizona's Department of Education maintains and disseminates the state list of eligible training providers and works closely with local workforce investment boards in reviewing and approving new training providers. The Department also reviews and verifies providers' performance data, and monitors provider programs on site to determine if programs merit continued certification. All eligible training providers and programs can be reviewed on the Internet at [www.ade.az.gov/arizonaheat](http://www.ade.az.gov/arizonaheat).

### Incentive Funds

Arizona has traditionally provided incentive funds to Local Workforce Investment Areas (LWIAs) under two methods. Method I requires each LWIA to display exemplary performance in serving W IA participants by exceeding their negotiated outcomes for the 17 performance measures under W IA. Method II requires LWIAs to demonstrate exemplary regional collaboration and/or local coordination. Incentive funds are awarded based on a formula approved by the Governor's Council on Workforce Policy.

### Technical Assistance/Capacity Building

Technical assistance and capacity building are state leadership activities. During PY 2003, several training opportunities were available to local area staff. Among the subject matter offerings were improved performance, designing youth services, effective services for dislocated workers, and several sessions on case management.

Local areas also received capacity building funds to strengthen W IA staff competencies, as well as those of contractors and other human services agencies in the State's One-Stop system. This assistance has translated into improved delivery of services to W IA program participants and facilitated development of exemplary program activities, which benefit multiple local workforce investment areas (LWIAs).

# W IA Title IB Governor's Discretionary Funds

## High Concentrations of Eligible Youth

Funds were distributed to LW IAs with high concentrations of youth in poverty for use at local discretion. Local areas used these funds to supplement their youth formula allocations or for special projects serving youth populations with specific barriers.

## State Administration

The Arizona Department of Economic Security and the Arizona Department of Commerce use W IA funds for administration, including operating and maintaining a fiscal and management accountability information system, operational expenses for the state workforce board, monitoring and oversight of local grants management practices, audit resolutions, equal opportunity services, and indirect costs.

## Statewide Information Technology (IT) System

Funds were allocated for a statewide IT system, for continued development of a seamless and integrated system of service delivery among One-Stop partner programs. Phase I of the Internet-based system was implemented in January 2004. Phase I provided a comprehensive set of tools so that case managers and other staff could track service delivery for each W IA participant. These services include intake, eligibility determination, case management, on-line interagency referrals, and required performance tracking and reports. Phase II of the IT system will be implemented in November 2004 and will provide labor exchange services to job seekers and businesses.

## Displaced Homemakers/Non-Traditional Training

A displaced homemaker is one who had been providing unpaid services to family members and was dependent upon their income. However, this financial support is no longer available and the displaced homemaker is now unemployed or underemployed. Under W IA Title IB, a displaced homemaker has the opportunity to be served with displaced worker formula funds. However, experience has shown that the provision of specialized and focused services through community-based organizations better serves the displaced homemaker. Funds were distributed to two such organizations that provide job placement and training services to displaced homemakers.

## Women's Workforce Development Program

The Women's Workforce Development Grant Program under the Governor's Division for Women was developed to improve the standard of living for women who experience a multitude of barriers to self-sufficiency and are at high risk of homelessness. Some of Arizona's poorest citizens are single women with children who are not earning a livable wage, making it difficult for them to find adequate transportation, affordable housing, safe and affordable childcare, and health care. Funds under this initiative were granted to community-based agencies to provide resources, job training, and job placement for women who are most vulnerable due to life circumstances including domestic violence, substance abuse, disability or divorce, and involvement with the criminal justice system.

# W A Title IB Governor's Discretionary Funds

## Community & Youth Workforce Development Programs

The Community & Youth Workforce Development funding was allocated for programs that promote collaboration among youth organizations around Arizona. Funds under this initiative were used to establish and administer the Arizona Statewide Youth Development Task Force, as well as granting community-based agencies and local workforce investment boards funds to support educational opportunities that will benefit Arizona's youth.

## Expansion of Nursing Programs

It is well recognized that a nursing shortage exists both nationally and in Arizona. Recent forecasts indicate that the current Arizona graduation rate of 1,100 nurses a year will need to double over the next ten years to meet public demand. As the population ages, the nursing shortage is expected to become more acute as nurses leave the workforce and the demand for nurses increases. This initiative was created to expand the registered nurses' education programs in Arizona's public, post-secondary educational institutions.



Bank One Ballpark, Phoenix, Arizona

# Governor's Council on Workforce Policy

## Governor's Council on Workforce Policy (GCWP)

Today's economy requires a fully integrated approach to workforce - integration of economic development, workforce development and education. It's about developing talent for the future. The Governor's Council on Workforce Policy continues to provide leadership in making this integrated approach a reality. In April of 2004, Governor Janet Napolitano appointed Jack Jewett as Chair of the GCWP. Mr. Jewett, Senior Vice President of Public Policy at Tucson Medical Center, served 10 years in the Arizona House of Representatives, served as president and member of the Arizona Board of Regents, and sat on numerous prestigious boards and commissions. Mr. Jewett is providing visionary leadership to the 35 members of the GCWP.

The GCWP continues to support memberships in the Arizona Association for Economic Development (AAED) for all GCWP members, local workforce board chairs, and WIA directors. AAED is a leading advocate of responsible economic development in all of Arizona.

To further strengthen the link with workforce and economic development, the GCWP formed an Economic Development Committee to develop and recommend strategies to more closely link state and local workforce development activities with economic development activities. The goals of this committee include developing meaningful work between economic development and workforce development professionals; interacting with the AAED Workforce Committee action group; and providing leadership, direction and policy development for delivering meaningful Labor Market Information for local workforce investment areas.

Earlier this program year, the GCWP, through the Department of Commerce, and at the request of the Prescott Valley Industrial Council, began facilitating meetings with Prescott Valley businesses, community leaders, the Humboldt Unified School District, and the Arizona Department of Education to address the growing concern in this region for a prepared workforce. The group identified high-growth industries in the area and the training gaps that existed as barriers to growing the workforce necessary to fill jobs in those industries.

These discussions help form an educational reform movement to address the community's workforce problem designed to increase the motivation of students to learn by showing them the connection between school and work - dubbed the "School to Apprenticeship" program. The group continues to meet monthly to identify workforce needs, design the curriculum, and form partnerships with businesses to provide the on-the-job training based on the apprenticeship model and funding sources to continue the efforts well into the future. It is the first of its kind in the State and has been very popular with other communities looking to make the same link and move its workforce forward.

### Vision:

To be the leader of an integrated, high quality workforce development system.

### Mission:

The Governor's Council on Workforce Policy provides leadership, direction, and establishes policy for the delivery of a quality workforce system through the Arizona Workforce Connection.

### Goals:

1. Increase the visionary activities of the Council
2. Engage the Council members
3. Create dashboard reports/information for the Council/system to do its work
4. Increase communication throughout the system
5. Develop meaningful linkages between economic development and workforce development
6. Develop strong partnerships with Local Elected Officials (LEOs), Faith-Based Organizations (FBO), etc.
7. Develop meaningful linkages between education and workforce

# Governor's Council on Workforce Policy

In addition to the implementation of this Apprenticeship Program, the GCWP is working through the Arizona Department of Commerce to ensure that Arizona has a qualified and available skilled workforce to serve the growing construction industry, and an educational infrastructure to generate the required mix of skilled workers in these high paying jobs. To that end, the agency is conducting research on the needs of the construction trades industry.

The Department has contacted with ACCRA, a nationally known nonprofit organization affiliated with George Mason University in the Washington, D.C. area to conduct this research. This study will provide the GCWP, the Department and its workforce development partners statewide with information from which to develop strategies to grow apprenticeship and other training programs to support the future needs of the construction industry.

The scope of the project includes learning more about the construction industry's current labor market dynamics, its estimated workforce needs for the future, current apprenticeship activities in the State that are preparing future workers, and where the gaps might exist in the workforce/skills development.

The GCWP Technology Steering Committee continues to provide input and oversight to the implementation of the Virtual One-Stop software. All Local Workforce Investment Areas are now using the Virtual One-Stop software. Additionally, the Labor Exchange Module is scheduled to go live November 2004. This system will continue the development of Arizona's One-Stop system to provide seamless and integrated service delivery. Phase I of the system provides a comprehensive set of tools for providing WIA funded core and intensive services and required performance tracking and reports.

In FY2003, the GCWP developed policy whereby LWIAs receive Technical Assistance / Capacity Building dollars with priority given to support local strategies for improved performance outcomes (\$125,000). An additional \$125,000 were targeted to meet local needs for capacity building and system-wide training in business practices, VOS training, and performance standards, which have been identified as needed on a statewide basis.

The Morrison Institute for Public Policy at Arizona State University was commissioned to conduct a study on the Arizona workforce development system and the effectiveness of its current governance structure. The Governor's Council on Workforce Policy, with the support of Governor Napolitano, asked the Morrison Institute to present alternative governance models that can ensure that business needs are being met by the system and are aligned with economic development efforts and goals. The report is now under consideration by the Governor's office. In addition, the Morrison Institute is assessing the Latino workforce to determine if their workforce needs are being met by the current system. This report will be finalized later in 2004.

Other GCWP Committees continue to work on issues of importance to the Council:

Executive Committee works to oversee and facilitate the implementation of the vision, mission, and critical goals of the Council and recommend other longer-term strategies for the Council's effectiveness.

Performance Measurement/One-Stop Performance Measures Committee is working to recommend ways to improve the performance of the workforce development system, including creating benchmarks from which to measure system successes and local board effectiveness.

# Governor's Council on Workforce Policy

Workforce System Building Committee is working to develop and recommend policies and strategies for the continued development of a customer-focused, statewide system that delivers services in a seamless manner.

Education Committee is working to develop and recommend strategies to more closely link State and local workforce development activities and the education community, K-12 and post-secondary.

Arizona Apprenticeship Advisory Committee is working to advise the Director of Commerce regarding all matters relating to the effective administration of apprenticeship programs.



Arizona State Capitol Dome

# Governor's Council Membership

## Governor's Council Membership

M s. Linda Aguilar  
Human Resource Manager  
Spectra-Physics Semiconductor  
Lasers

M r. David Bems  
Director  
Arizona Department of  
Economic Security

Dr. Bob Breault  
Chairman of the Board  
Breault Research

M r. Craig Brown  
Manager  
Bank One Mohave Valley, AZ

M r. Tom Browning  
President  
Greater Phoenix Leadership

M r. Ernest Calderon  
Attorney  
Calderon Law Offices

The Honorable James  
Canuthers  
Arizona State Representative  
Arizona House of  
Representatives

M r. Victor Chavez  
President  
C&D Rent-A-ll, Inc.

M s. Donna Davis  
Program Director, Jobs for  
Valley Youth  
Communities in Schools of  
Arizona

M r. Milt Ericksen  
Director, Career & Technical  
Education  
Arizona Department of  
Education

M r. Terry Forthun  
President  
Arizona Federation of Teachers  
Union

M s. Susan Glawe  
Director of Community Relations  
Blue Cross/Blue Shield

M r. Jack Jewett  
Senior Vice President of Public  
Policy  
Tucson Medical Center

M r. Gil Jimenez  
Director  
Arizona Department of  
Commerce

M r. Quentin Mark Johnson  
Training Coordinator  
Phoenix Pipe Fitter Trades

M r. Steve Juliver  
Director of Administration  
EOS Technologies, Inc.

M r. Gerald Kohlbeck  
Owner  
Pinal Lumber & Hardware

M s. Joan Laurence  
Vice President  
Workforce & Economic  
Development  
Yavapai College

M s. Suzanne Lawder  
President and CEO  
Goodwill Industries, Southern  
Arizona

M r. John Lewis  
Executive Director  
InterTribal Council of Arizona

M r. Fred Lockhart  
Executive Director  
Arizona Private School  
Association

M r. David Mendoza  
Political and Legislative Director  
Western Region  
AFSCME International

M r. Sam Pepper  
President  
Sam Pepper Enterprises

M r. Alejandro Reynoso  
Chief Executive Officer  
AR Utilities Specialist, Inc.

M s. Pam Ross  
Business Partnerships Manager  
Honeywell

W . Gary Suttle  
President and Chief Executive  
Officer  
Rockford Corporation

Dr. Mary Vanis  
Director  
Center for Workforce  
Development  
Maricopa Community Colleges

M s. Janice Washington  
President  
J.C. Washington, C.P.A.

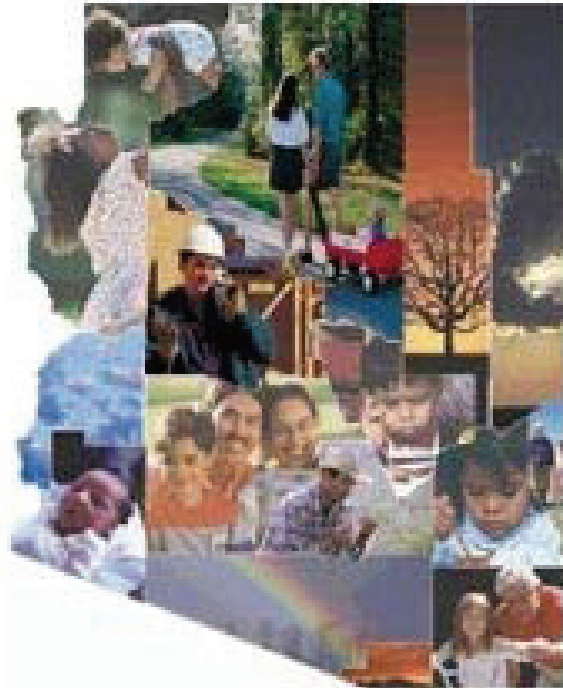


# Statewide Computer Software System

## Statewide Computer Software System

### Arizona Workforce Connection - Virtual One-Stop

In Program Year 2003, the Virtual One-Stop (VOS) system was implemented in Arizona statewide. VOS serves as a comprehensive, internet-based electronic tool for job seekers, students, employers, and others seeking information and services related to employment and training in Arizona and throughout the U.S. With its self-help functionality, VOS gives users the ability to explore careers, job openings, training opportunities, and related community services. Additionally, VOS provides One-Stop staff an efficient mechanism for inputting and subsequently accessing the most up-to-date information on WIA Title I-B program enrollees. Staff are able to track and share information regarding enrollees' participation in various activities, in support of individual educational and employment goals. Beginning November 1, 2004, VOS functionality will be enhanced with the addition of a "Labor Exchange" module to better serve employer customers. The new module will give employers the ability to input job openings, as well as monitor and modify their individual accounts in the system.



# Cost Effectiveness Statewide

## Resource Allocation and Cost Effectiveness

During PY 2003, the State Department of Economic Security (DES) initiated an ambitious plan to consolidate three employment-related administrations: the Workforce Investment Act Section (formerly known as the Workforce Development Administration), the Department of Labor Employment Services, and the Temporary Aid to Needy Families (TANF) Jobs Program. Among the goals of the new, consolidated entity, now known as the DES Employment Administration, is improved service integration at "street" level, providing One-Stop customers a more streamlined and coherent system of service delivery. Although a cost analysis is still in process, early indications are that consolidating the three administrations was programmatic and fiscally sound.

~~~~~

Effective July 1, 2003, Arizona adjusted its Dislocated Worker/Rapid Response funding distribution. The adjustment essentially increased the percentage of Dislocated Worker formula funds available to the State's Local Workforce Investment Areas from 60% to 75% of the total funds. Concurrently, State Rapid Response funds were decreased from 25% to 10%, enabling a more realistic alignment of funding with the levels of Dislocated Worker program participation and Rapid Response activity anticipated during the program year.

~~~~~

Negotiations with the Department of Labor established new performance levels for PY 2003, for each of the fifteen core performance indicators under WIA Title B. These levels, delineated in the chart on the following page, reflect the conservative economic recovery experienced in the State in PY 2002 and anticipated for the near future. Additionally, the relative uncertainty surrounding the timing of WIA Re-authorization and implementation of new performance indicators, obliged a conservative approach to spending projects in PY 2003. The State's cost effectiveness strategies in PY 2003 were characterized by:

- (1) More frequent regional or local training and technical assistance, rather than statewide conferences
- (2) Continued development of workforce staff tools such as web sites and the WIA Title B help desk
- (3) More frequent coordination with local staff regarding promising practices and additional grant opportunities
- (4) Funding new local projects specifically geared toward improved performance outcomes.

# Cost Effectiveness Statewide

PERFORMANCE MEASURE	NEGOTIATED LEVEL
	PY 03
Adult Entered Employment	73%
Adult Retention	82%
Adult Earnings Gain	\$2,433
Adult Employment & Credential	55%
Older Youth Entered Employment	68%
Older Youth Retention	79%
Older Youth Earnings Gain	\$2,500
Older Youth Credential	42%
Younger Youth Skill Attainment	75%
Younger Youth Diploma/Equiv.	52%
Younger Youth Retention	54%
Dislocated Worker Entered Employment	82%
Dislocated Worker Retention	88%
Dislocated Worker Earnings Replacement	92%
Dislocated Worker Employment & Credential	56%

In local workforce investment areas (LWIAs), cost effectiveness took on the mantle of new and renewed agency partnerships. Particular emphasis was placed on strengthening relationships and leveraging resources with the employer community, along with community and faith-based organizations that had previously experienced only limited interaction with or knowledge of WIA programs.

In Program Year 2003, particular scrutiny was given to local program expenditures, in light of indications that federal rules surrounding transfer limits between the adult and dislocated worker funding streams may be limiting provision of services to adult participants. The State's workforce investment board - the Governor's Council on Workforce Policy - approved a waiver request to the Department of Labor, asking that the Council be granted the ability to increase the transfer of funds between the two funding streams. Such transfers would be granted to local areas on an individual basis, only after a complete review was conducted of local expenditures balanced with community needs. DOL's approval of the waiver request was granted in September 2004.

## Cost Efficiency Analysis

Program	Cost per Participant
*Overall for all programs	\$2,646.17
Adult Program	\$1,976.66
Dislocated Worker Program	\$2,025.80
Youth Program	\$2,678.73

\*Overall includes Administration Expenses.

# Cost Effectiveness Statewide

## Cost of Program Activities - PY2003

Program Activity		Total Federal Spending
Local Adults		\$12,067,483
Local Dislocated Workers		\$8,340,227
Local Youth		\$12,217,684
Rapid Response (up to 25% ) §134 9a) (2) (A)		\$1,662,951
Statewide Required Activities (up to 15% ) §134 (a) (2) (B)		\$9,638,247
Statewide Allowable Activities §134 (a) (3)	Eligible Training Provider List	\$233,341
	Incentive Funds	\$849,395
	Technical Assistance and Capacity Building	\$471,039
	Labor Market Information	\$17,014
	High Concentrations of Eligible Youth	\$203,713
	Displaced Homemaker	\$355,615
	Statewide Information Technology System	\$2,699,855
	Total of All Federal Spending Listed Above	

## Participation Level

	Total Participants Served	Total Exiters
Adults	6,105	3,063
Dislocated Workers	4,117	2,373
Older Youth	611	312
Younger Youth	3,950	1,873



Grand Canyon, North Carolina

# Programs Serving Adults

## Programs Serving Adults

The Workforce Investment Act Adult Program serves individuals 18 years of age and older, who are U.S. citizens or legally entitled to work in the United States. Males must have met Selective Service registration requirements. The Adult program, offered through Arizona's One-Stop offices statewide (aka the Arizona Workforce Connection), provides a broad array of services that assist in getting and keeping participants employed in self-sustaining occupations. Job search and placement assistance, as well as access to a wealth of educational and employment resources, is available to everyone using the One-Stop system. Priority for receiving specialized services such as in-depth skill assessments, case management, and training must be given to recipients of public assistance and other low-income individuals when local funds are limited. In a broader context, this program aims to improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of Arizona's citizens.

Adult Program Results At-A-Glance. The chart indicates that all state-level adult measures were exceeded.\*

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	73.00%	73.46%	2,145 2,920
Employment Retention Rate	82.00%	84.16%	2,221 2,639
Earnings Change in Six Months	\$2,433.00	\$3,654.87	\$8,735,144 2,390
Employment and Credential Rate	55.00%	55.54%	787 1,417

## Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level American Customer Satisfaction Index	Actual Performance Level American Customer Satisfaction Index	Number of Completed Surveys	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	71.00	67.00	314	496	472	66.50%
Employers	71.00	67.00	176	496	378	46.60%

\*Note: A performance measure is considered "met" when the actual level achieved is within 80% to 100% of the negotiated level established with the Department of Labor.

A performance measure is considered to have been "exceeded" when the actual level achieved is greater than 100% of the negotiated level established with the Department of Labor.

# Programs Serving Adults

Outcomes for Adult Special Populations. The chart provides more detailed figures on the adult participants served statewide.

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Other Individuals (Age 55 or older)	
	%	Count	%	Count	%	Count	%	Count
Entered Employment Rate	63.97%	229	73.85%	161	59.28%	99	69.75%	166
Employment Retention Rate	72.80%	358	76.77%	218	74.60%	167	82.97%	238
Earnings Change in Six Months	\$3,602.04	182	\$3,325.87	152	\$3,610.82	94	\$2,475.38	151
Employment and Credential Rate	45.41%	250	62.40%	198	40.23%	126	46.36%	182
		\$810,460.00	\$578,701.00	\$436,910.00	\$2,475.38	\$401,011.00		
		225	174	121		162		
		99	78	35		51		
		218	125	87		110		

Other Outcome Information for the Adult Program. The chart provides more detailed figures on the adult participants served statewide.

Reported Information	Individuals Who Received Training Service		Individuals Who Received Only Core and Intensive Services	
	%	Count	%	Count
Entered Employment Rate	70.08%	766	75.48%	1,379
Employment Retention Rate	84.18%	1,093	84.14%	1,827
Earnings Change in Six Months	\$4,058.14	974	\$3,344.20	1,247
		1,157		1,482
		\$4,220,470.00		\$4,514,674.00
		1,040		1,350



Teresa M. Goodwin, successful participant hired by Early Childhood Education Center at the Salt River Pima Maricopa Indian Community (SRPMIC)

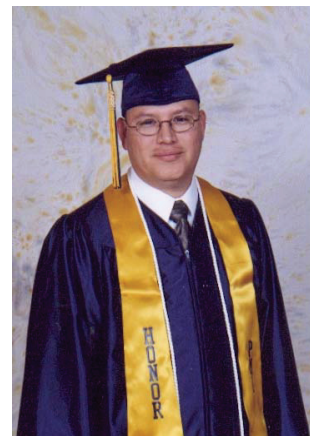
# Programs Serving Adults

## Success Serving Adults

Yhadia was suffering from depression, having recently become unemployed and then losing her apartment in a fire. She had been working cleaning offices days, evenings and on call. For a long time, she had tried to get into computer training, only to be told that she was financially ineligible and did not qualify for financial aid. Luckily, a manager for one of the computer training schools directed Yhadia to Friendly House in Phoenix. The staff there was a great help from the beginning. They listened and made her feel very comfortable, assuring her that they would assist in getting Yhadia into the computer training she wanted so much. With staff assistance, Yhadia researched several schools, and found that Maricopa Skills Center offered the most workable program for her. She accepted part-time work while in school and graduated from computer training early, even after taking an extra class.

Coming from an old-fashioned upbringing where marriage and children at a young age were expected, the pressure Yhadia faced in proving she could do something different was very high. Friendly House not only gave her the training for a new career, but also helped instill the confidence she needed to eventually land the job she really wanted.

Douglas Swimmer was a track repairman for Arizona Eastern Railroad at the time of his layoff. He enrolled in the WADIS-based Worker Program offered through the Gila County Regional Employment and Pre-layoff Assistance Center (REPAC) last August. Doug was very undecided about what he wanted to do, but he did know that he would need an education to succeed in something other than a minimum wage job. He did extensive research and decided he would like to get into the medical field. For 8 months, Doug drove to Phoenix from Globe every day to attend class. His wife was a homemaker caring for their two children and Doug was the family's sole source of financial support. He managed to sustain a 4.0 grade point average throughout his program of study and didn't miss a day of class. He received his Physical Therapy Technician certificate on June 1st. Doug obtained full-time employment at the County's rehabilitation center, and is very excited about the challenges, as well as the job satisfaction his new career has brought him.



Douglas Swimmer

## Programs Serving Adults

Eric came to the Northern Arizona Council of Governments (NACOG), the WIA Adult program operator, in July after being released from a 6-year prison sentence. He was in need of assistance in obtaining employment and support services. He had no transportation, no phone, and no income. He was depressed about his situation and in need of encouragement, as well as help with his job search. He was provided with a message phone service so employers could contact him, and given tax vouchers for job search and basic needs. Eric was also enrolled in job readiness classes to help build his job search-related soft skills. With this job search help, Eric was soon hired by a local company as a painter earning \$15.00 an hour. Once employed, NACOG provided Eric help with his rent, so he could purchase an inexpensive vehicle to commute to work and successfully retain his job as he works to achieve his goals.



# Programs Serving Dislocated Workers

## Programs Serving Dislocated Workers

The Dislocated Worker program under Title IB of the Workforce Investment Act, is designed to provide quality employment and training assistance to eligible individuals following a layoff, plant closing, or other event precipitating job loss. The Act gives Local Workforce Investment Areas (LWIAs) the flexibility to develop innovative service solutions, while calling for accountability during the various stages of service delivery to customers. At a minimum, local programs must seek to help LWA program enrollees complete training, enter employment, retain employment, and increase wages as appropriate based on client needs.

Dislocated Worker Program Results At-a-Glance. The chart indicates that the state exceeded three dislocated worker performance measures and met one measure.\*

	Negotiated Performance Level	Actual Performance Level	
		Percentage	Count
Entered Employment Rate	82.00%	85.05%	2,207
			2,595
Employment Retention Rate	88.00%	88.51%	1,926
			2,176
Earnings Replacement Rate in 6 Mo.	92.00%	109.40%	\$23,453,696.00
			\$21,438,736.00
Employment and Credential Rate	56.00%	61.48%	758
			1,233

Outcomes for Dislocated Worker Special Populations. The chart provides more detailed figures on dislocated worker participants served statewide.

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count
Entered Employment Rate	82.88%	276	75.61%	62	76.18%	291	76.92%	40
		333		82		382		52
Employment Retention Rate	87.36%	228	91.80%	56	82.43%	244	89.47%	34
		261		61		296		38
Earnings Replacement Rate in 6 Mo.	84.21%	\$2,995,658.97	95.51%	\$576,612.00	90.41%	\$2,790,990.00	171.48%	\$314,153
		\$3,557,497.00		\$603,703.00		\$3,087,095.00		\$183,201
Employment and Credential Rate	66.86%	113	35.48%	11	55.08%	103	57.14%	12
		169		31		187		21

Other Outcome Information for Dislocated Worker Program. The chart provides more detailed figures on dislocated worker participants served statewide.

Reported Information	Individuals Who Received Training Service		Individuals Who Received Only Core and Intensive Services	
	Percentage	Count	Percentage	Count
Entered Employment Rate	83.78%	1,033	86.20%	1,174
		1,233		1,362
Employment Retention Rate	88.02%	955	89.00%	971
		1,085		1,091
Earnings Replacement Rate in 6 Mo.	124.53%	\$11,443,422.00	98.05%	\$12,010,274.00
		\$9,189,642.00		\$12,249,094

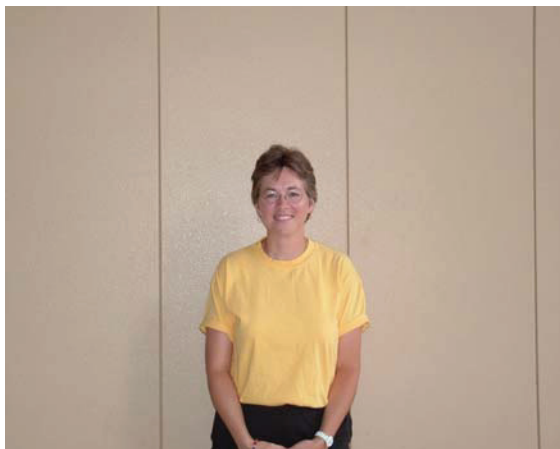
\*Note: A performance measure is considered "met" when the actual level achieved is within 80% to 100% of the negotiated level established with the Department of Labor.

A performance measure is considered to have been "exceeded" when the actual level achieved is greater than 100% of the negotiated level established with the Department of Labor.

# Programs Serving Dislocated Workers

## Success Serving Dislocated Workers

Mary Sudbeck was accepted into the Coconino Career Center Dislocated Worker Program last May. She was dislocated from a Gateway plant in the Midwest and had moved to Flagstaff to be near her family. She wanted to find production work in Flagstaff with a stable employer. The Coconino County WIA program helped Mary enhance her employment skills through training, as well as her confidence. She accepted a new position with W.L. Gore & Associates at replacement wages in July. In follow-up discussions between Mary and her case manager, Mary was excited to have found a new job, as well as an employer with promotional opportunities. In fact, in one of these follow-up conversations, Mary shared the story of her recent job promotion. Her suggestion to others is to be open to learning new things and listen to people around you for tips regarding continuous improvement.



Mary Sudbeck

A husband and wife who were laid off from Velcro Industries at the same time, came to the One-Stop office in Casa Grande (Pinal County) looking to receive training in the hope of changing careers. Sergio & Veronica were two very motivated people, but they had some barriers. Neither of them had a General Equivalency Diploma (GED) and both were collecting only Unemployment Insurance (UI) checks to support their household, which included three children.

Sergio wanted training in heating, ventilation, and air-conditioning (HVAC) at the Refrigeration School, Inc. (RSI) in Phoenix, but without the GED, he was unable to pass the entrance exam to start school. Veronica wanted training in a medical office, but had the same problem. With assistance from WIA staff, both Sergio and Veronica were put in touch with one of the best GED teachers in the county. On her own time and at her own expense, this teacher was willing to work with Sergio and Veronica two to three times a week to prepare them for the GED test, especially in the subject they struggled with the most - Math.

After working several weeks on GED test preparation, and experiencing just missing a passing score on the Math portion of the test the first time, the couple finally did pass the GED test, thanks to extraordinary help from Yvonne Johnson, their GED teacher, as well as payment assistance for the GED test provided by the WIA program. Once Sergio and Veronica successfully passed their GED test, they were co-enrolled as WIA Title B Adults and Dislocated Workers. Veronica was placed in a "work experience" at Sunlife Family Medical Center and Sergio was able to attend RSI debt free, since both the Adult and Dislocated Worker funding streams shared the cost of the couple's schooling. Consequently, Veronica completed her work experience and was hired full time by Sunlife in the front office. Upon graduation from RSI, Sergio obtained a great paying HVAC position at Harrah's Casino.

# Programs Serving Youth

## Programs Serving Youth

One of the cornerstones of the Workforce Investment Act (WIA) is improved youth programs. Rather than supporting separate, categorical programs, youth programs encompass the provision of a broad range of coordinated services. Under the leadership of Youth Councils, local workforce investment areas are given greater flexibility in designing local youth programs that address opportunities for assistance in academic and occupational learning, development of leadership skills, and preparation for further training and education.

Youth ages 14-21, whether in school or out of school, can acquire skills, establish career and educational goals, and benefit from peer-centered activities to encourage responsibility and other positive social behaviors. Individualized assessments allow youth opportunities to be more closely linked with local labor market needs and community youth programs and services.

Older Youth Results At a Glance. The chart indicates that the state exceeded three older youth performance measures and met one measure.\*

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	68.00%	69.00%	187 271
Employment Retention Rate	79.00%	77.44%	127 164
Earnings Change in Six Months	\$2,500.00	\$3,239.07	\$414,601.00 128
Credential Rate	42.00%	47.45%	149 314

Outcomes for Older Youth Special Populations. The chart provides more detailed figures on older youth participants served statewide.

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	61.40%	35 57	100.00%	2 2	64.52%	20 31	67.50%	135 200
Employment Retention Rate	75.00%	21 28	0.00%	0 1	78.57%	11 14	79.28%	88 111
Earnings Change in Six Months	\$1,959.91	\$37,238.00 19	\$0.00	\$0.00 1	\$1,701.72	\$20,421.00 12	\$3,150.40	\$277,235.00 88
Employment and Credential Rate	34.38%	22 64	100.00%	2 2	51.28%	20 39	40.44%	91 225

\*Note: A performance measure is considered "met" when the actual level achieved is within 80% to 100% of the negotiated level established with the Department of Labor.

A performance measure is considered to have been "exceeded" when the actual level achieved is greater than 100% of the negotiated level established with the Department of Labor.

# Programs Serving Youth

Younger Youth Results At-a-Glance. The chart indicates that the state exceeded one younger youth performance measures and met two measures.\*

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	75.00%	78.51%	3,543
			4,513
Diploma or equivalent Attainment Rate	52.00%	49.53%	471
			951
Retention Rate	54.00%	53.05%	426
			803

Outcomes for Younger Youth Special Populations. The chart provides more detailed figures on younger youth participants served statewide.

Reported Information	Public Assistance Recipients	Individuals with Disabilities	Out-of-School Youth
Skill Attainment Rate	71.17%	81.65%	63.84%
	580		
Diploma or equivalent Attainment Rate	49.59%	41.04%	43.04%
	60		
Retention Rate	44.85%	43.70%	50.00%
	121		
	61	59	114
	136	135	228

\*Note: A performance measure is considered "met" when the actual level achieved is within 80% to 100% of the negotiated level established with the Department of Labor.

A performance measure is considered to have been "exceeded" when the actual level achieved is greater than 100% of the negotiated level established with the Department of Labor.



Projects created at the 2004 Indian Nations Camp  
 This annual camp is sponsored by the Workforce Investment Act (WIA) Nineteen Tribal Nations Workforce Investment Board (TNWIB) and their Youth Advisory Council for the promotion of Native pride.

# Programs Serving Youth

## Success Serving Youth

Michelle first came into the WIA program as a 14 year-old summer youth student. She had dropped out of a regular high school and entered a charter school where she completed high school earlier than expected. Her original plan was to enter the armed forces after graduation, but she later changed her mind. Instead, Michelle went to work at a 1950s-style restaurant, where the hours were long and the work very fast-paced. A Yavapai County staff member caught up with her at the restaurant to ask if she were still interested in a career in dental assisting, an interest Michelle had expressed some time ago. With assistance from her case manager, Michelle found a school with classes that met her schedule, and drove over 200 miles each day to attend classes for three months. She was hired by a local dental office, even before completing her coursework. By her 18<sup>th</sup> birthday, Michelle will have completed her dental assisting studies, including a certificate in radiology.



2004 Indian Nations Camp

# Program s Serving Youth



Chris (center) with Bulhead City Finance Group

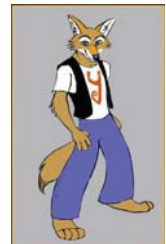
## Coalition Youth Team (COYOTE)

Chris completed the work readiness and occupational skills activities that were part of an 8-week intensive Mohave/La Paz COYOTE Summer Youth Program. The COYOTE mission is to help youth develop into outstanding citizens who are responsible and productive members of the workforce.

Chris types 40 wpm + and is proficient in Microsoft Word. He is confident in his programming abilities, and has mastered the use of most office equipment. His goals, Chris has stated, are to go to college and earn a business degree and open up his own restaurant chain someday.

He was hired permanently as a clerk intern by the City of Bulhead Finance Department at the rate of \$7.00 an hour under the WIA-funded youth apprenticeship program.

Under the excellent mentoring of the City of Bulhead Finance Team Chris has learned excellent customer service skills answering a heavy volume of customer calls and giving information regarding taxes, address changes, title transactions and business licenses. He was also tasked with data entry responsibilities, faxing time-sensitive documents, and has filled in as intake clerk at the front desk. He will be returning to the 9<sup>th</sup> grade in the Fall 2004.



# Strategic Partnerships/Collaborations

## Strategic Partnerships/Collaborations - Local Highlights

### Mohave/La Paz Consortium

The Mohave/La Paz Youth Council created the Coalition Youth Team (COYOTE) a Workforce Investment Act (WIA) youth program, to expand and enrich the opportunities for youth employment and development in Mohave and La Paz counties. The COYOTE mission is to help youth develop into outstanding citizens and address the workforce needs of many community and business leaders.

COYOTE is administered and implemented through the Mohave and La Paz One-Stop Career Centers with support from local COYOTE Steering Committees in each community. The program design includes leadership development, work readiness and life skills training for all participants, followed by a minimum of six weeks in a work experience activities. The work experiences fall into four program tracks which extend beyond the traditional on-site work experience to include entrepreneurial activities as well.

COYOTE's "debut" exceeded initial expectations in both the number of employers sponsoring jobs and the amount of funds pledged. Eighty-four (84) COYOTE youth were enrolled; fifty three (53) were WIA income eligible and thirty-one (31) were non-WIA youth and would not have been served without the expanded program.

### Pima County

A joint task force of representatives from Pima Community College and the Pima County One-Stop Career developed tasks collaboratively to expand targeted program elements, increase awareness and communication, and enhance accountability. The programs covered the gamut from scholarships to job search and placement, through labor market research.

The task force established scholarships and jointly created a public relations plan. It enhanced communications between various campuses of the college and the One-Stop Center and established a plan for job search and placement of students. The partnership also found ways to more effectively leverage procurement and use of grants from federal, state and private sources for One-Stop/College Workforce collaborations.

# Evaluation of Workforce Investment Activities

## Evaluation of Workforce Investment Activities

Measuring success is fundamental to determining the adequacy and effectiveness of WIA Title IB program operations at the State and local level. Doing so on a consistent basis elevates the performance bar on the entire workforce investment system. Toward this end, the State has continued to use results of local surveys to ensure continued alignment of local-to-local operations with the state's workforce system goals:

- ❖ Enhancing existing and/or developing new training programs and service delivery systems to better meet industry's short, intermediate, and long-term needs.
- ❖ Forecasting labor market demand at the state and regional/county levels.
- ❖ Streamlining the access to and/or administration of workforce development programs.
- ❖ Providing a self-sustaining system of governance, management and oversight for Arizona's Workforce Development System.\*

~~~~~

In FY 2003, the diverse mixture of local and regional economies provided the impetus for investment in a greatly improved, technology-based labor market information (LMI) delivery system. The Arizona Workforce Informer (AWI) was developed by the DES Research Administration, in cooperation with a consortium of similar administrations in other states. AWI is a powerful Internet tool that can assist users in identifying key industry sectors in specific communities, and distinguishing the size and distribution of critical occupational shortages, as well as occupations and industries in decline.

~~~~~

Arizona's participation in the Performance Enhancement Project (PEP) sponsored by the Department of Labor, gave WIA staff around the state access to national performance experts. Their feedback helped to identify state and local program management strategies, as well as proposal and contractual provisions, which may be counterproductive to performance.

~~~~~

Through these and other evaluative methods, Arizona continues to build a culture of accountability and commitment to system integration for the benefit of workforce system stakeholders.

\*Source: Strategic Five-Year State Workforce Investment Plan, 7/00

# Performance Tables

## Performance Tables

Table A: Workforce Investment Act Customer Satisfaction Results

| Customer Satisfaction | Negotiated Performance Level<br>American Customer Satisfaction Index | Actual Performance Level<br>American Customer Satisfaction Index | Number of Completed Surveys | Number of Customers Eligible for the Survey | Number of Customers Included in the Sample | Response Rate |
|-----------------------|----------------------------------------------------------------------|------------------------------------------------------------------|-----------------------------|---------------------------------------------|--------------------------------------------|---------------|
| Participants          | 71.00                                                                | 67.00                                                            | 314                         | 496                                         | 472                                        | 66.50%        |
| Employers             | 71.00                                                                | 67.00                                                            | 176                         | 496                                         | 378                                        | 46.60%        |

Table B: Adult Program Results At-A-Glance

|                                | Negotiated Performance Level | Actual Performance Level |                      |
|--------------------------------|------------------------------|--------------------------|----------------------|
| Entered Employment Rate        | 73.00%                       | 73.46%                   | 2,145<br>2,920       |
| Employment Retention Rate      | 82.00%                       | 84.16%                   | 2,221<br>2,639       |
| Earnings Change in Six Months  | \$2,433.00                   | \$3,654.87               | \$8,735,144<br>2,390 |
| Employment and Credential Rate | 55.00%                       | 55.54%                   | 787<br>1,417         |

Table C: Outcomes for Adult Special Populations

| Reported Information           | Public Assistance Recipients Receiving Intensive or Training Services |                     | Veterans   |                     | Individuals with Disabilities |                     | Older Individuals (Age 55 or older) |                     |
|--------------------------------|-----------------------------------------------------------------------|---------------------|------------|---------------------|-------------------------------|---------------------|-------------------------------------|---------------------|
| Entered Employment Rate        | 63.97%                                                                | 229<br>358          | 73.85%     | 161<br>218          | 59.28%                        | 99<br>167           | 69.75%                              | 166<br>238          |
| Employment Retention Rate      | 72.80%                                                                | 182<br>250          | 76.77%     | 152<br>198          | 74.60%                        | 94<br>126           | 82.97%                              | 151<br>182          |
| Earnings Change in Six Months  | \$3,602.04                                                            | \$810,460.00<br>225 | \$3,325.87 | \$578,701.00<br>174 | \$3,610.82                    | \$436,910.00<br>121 | \$2,475.38                          | \$401,011.00<br>162 |
| Employment and Credential Rate | 45.41%                                                                | 99<br>218           | 62.40%     | 78<br>125           | 40.23%                        | 35<br>87            | 46.36%                              | 51<br>110           |

# Performance Tables

Table D : Other Outcome Information for the Adult Program

| Reported Information          | Individuals Who Received Training Service |                | Individuals Who Received Only Core and Intensive Services |                |
|-------------------------------|-------------------------------------------|----------------|-----------------------------------------------------------|----------------|
| Entered Employment Rate       | 70.08%                                    | 766            | 75.48%                                                    | 1,379          |
|                               |                                           | 1,093          |                                                           | 1,827          |
| Employment Retention Rate     | 84.18%                                    | 974            | 84.14%                                                    | 1,247          |
|                               |                                           | 1,157          |                                                           | 1,482          |
| Earnings Change in Six Months | \$4,058.14                                | \$4,220,470.00 | \$3,344.20                                                | \$4,514,674.00 |
|                               |                                           | 1,040          |                                                           | 1,350          |

Table E : Dislocated Worker Program Results At-a-Glance

|                                    | Negotiated Performance Level | Actual Performance Level |                 |
|------------------------------------|------------------------------|--------------------------|-----------------|
| Entered Employment Rate            | 82.00%                       | 85.05%                   | 2,207           |
|                                    |                              |                          | 2,595           |
| Employment Retention Rate          | 88.00%                       | 88.51%                   | 1,926           |
|                                    |                              |                          | 2,176           |
| Earnings Replacement Rate in 6 Mo. | 92.00%                       | 109.40%                  | \$23,453,696.00 |
|                                    |                              |                          | \$21,438,736.00 |
| Employment and Credential Rate     | 56.00%                       | 61.48%                   | 758             |
|                                    |                              |                          | 1,233           |

Table F : Outcomes for Dislocated Worker Special Populations

| Reported Information               | Veterans |                | Individuals with Disabilities |              | Older Individuals |                | Displaced Homemakers |           |
|------------------------------------|----------|----------------|-------------------------------|--------------|-------------------|----------------|----------------------|-----------|
| Entered Employment Rate            | 82.88%   | 276            | 75.61%                        | 62           | 76.18%            | 291            | 76.92%               | 40        |
|                                    |          | 333            |                               | 82           |                   | 382            |                      | 52        |
| Employment Retention Rate          | 87.36%   | 228            | 91.80%                        | 56           | 82.43%            | 244            | 89.47%               | 34        |
|                                    |          | 261            |                               | 61           |                   | 296            |                      | 38        |
| Earnings Replacement Rate in 6 Mo. | 84.21%   | \$2,995,658.97 | 95.51%                        | \$576,612.00 | 90.41%            | \$2,790,990.00 | 171.48%              | \$314,153 |
|                                    |          | \$3,557,497.00 |                               | \$603,703.00 |                   | \$3,087,095.00 |                      | \$183,201 |
| Employment and Credential Rate     | 66.86%   | 113            | 35.48%                        | 11           | 55.08%            | 103            | 57.14%               | 12        |
|                                    |          | 169            |                               | 31           |                   | 187            |                      | 21        |

Table G : Other Outcome Information for Dislocated Worker Program

| Reported Information               | Individuals Who Received Training Service |                 | Individuals Who Received Only Core and Intensive Services |                 |
|------------------------------------|-------------------------------------------|-----------------|-----------------------------------------------------------|-----------------|
| Entered Employment Rate            | 83.78%                                    | 1,033           | 86.20%                                                    | 1,174           |
|                                    |                                           | 1,233           |                                                           | 1,362           |
| Employment Retention Rate          | 88.02%                                    | 955             | 89.00%                                                    | 971             |
|                                    |                                           | 1,085           |                                                           | 1,091           |
| Earnings Replacement Rate in 6 Mo. | 124.53%                                   | \$11,443,422.00 | 98.05%                                                    | \$12,010,274.00 |
|                                    |                                           | \$9,189,642.00  |                                                           | \$12,249,094    |

# Performance Tables

Table H: Older Youth Results At-a-Glance

|                               | Negotiated Performance Level | Actual Performance Level |                     |
|-------------------------------|------------------------------|--------------------------|---------------------|
| Entered Employment Rate       | 68.00%                       | 69.00%                   | 187<br>271          |
| Employment Retention Rate     | 79.00%                       | 77.44%                   | 127<br>164          |
| Earnings Change in Six Months | \$2,500.00                   | \$3,239.07               | \$414,601.00<br>128 |
| Credential Rate               | 42.00%                       | 47.45%                   | 149<br>314          |

Table I: Outcomes for Older Youth Special Populations

| Reported Information           | Public Assistance Recipients |             | Veterans |        | Individuals with Disabilities |             | Out-of-School Youth |              |
|--------------------------------|------------------------------|-------------|----------|--------|-------------------------------|-------------|---------------------|--------------|
|                                |                              |             |          |        |                               |             |                     |              |
| Entered Employment Rate        | 61.40%                       | 35          | 100.00%  | 2      | 64.52%                        | 20          | 67.50%              | 135          |
|                                |                              | 57          |          | 2      |                               | 31          |                     | 200          |
| Employment Retention Rate      | 75.00%                       | 21          | 0.00%    | 0      | 78.57%                        | 11          | 79.28%              | 88           |
|                                |                              | 28          |          | 1      |                               | 14          |                     | 111          |
| Earnings Change in Six Months  | \$1,959.91                   | \$37,238.00 | \$0.00   | \$0.00 | \$1,701.72                    | \$20,421.00 | \$3,150.40          | \$277,235.00 |
|                                |                              | 19          |          | 1      |                               | 12          |                     | 88           |
| Employment And Credential Rate | 34.38%                       | 22          | 100.00%  | 2      | 51.28%                        | 20          | 40.44%              | 91           |
|                                |                              | 64          |          | 2      |                               | 39          |                     | 225          |

Table J: Younger Youth Results At-a-Glance

|                                       | Negotiated Performance Level | Actual Performance Level |                |
|---------------------------------------|------------------------------|--------------------------|----------------|
| Skill Attainment Rate                 | 75.00%                       | 78.51%                   | 3,543<br>4,513 |
| Diploma or equivalent Attainment Rate | 52.00%                       | 49.53%                   | 471<br>951     |
| Retention Rate                        | 54.00%                       | 53.05%                   | 426<br>803     |

Table K: Outcomes for Younger Youth Special Populations

| Reported Information                  | Public Assistance Recipients |     | Individuals with Disabilities |     | Out-of-School Youth |     |
|---------------------------------------|------------------------------|-----|-------------------------------|-----|---------------------|-----|
|                                       |                              |     |                               |     |                     |     |
| Skill Attainment Rate                 | 71.17%                       | 580 | 81.65%                        | 583 | 63.84%              | 489 |
|                                       |                              | 815 |                               | 714 |                     | 766 |
| Diploma or equivalent Attainment Rate | 49.59%                       | 60  | 41.04%                        | 87  | 43.04%              | 102 |
|                                       |                              | 121 |                               | 212 |                     | 237 |
| Retention Rate                        | 44.85%                       | 61  | 43.70%                        | 59  | 50.00%              | 114 |
|                                       |                              | 136 |                               | 135 |                     | 228 |

# Performance Tables

Table L: Other Reported Information

|                    | 12 Month Employment Retention Rate |       | 12 Month Earnings Change (Adults and Older Youth) or 12 Month Earnings Replacement (Dislocated Workers) |                 | Placements for Participants in Nontraditional Employment | Wages at Entry Into Employment for those Individuals Who Entered Unsubsidized Employment |            | Entry into Unsubsidized Employment Related to the Training Received of those who Completed Training Services |        |     |
|--------------------|------------------------------------|-------|---------------------------------------------------------------------------------------------------------|-----------------|----------------------------------------------------------|------------------------------------------------------------------------------------------|------------|--------------------------------------------------------------------------------------------------------------|--------|-----|
|                    | %                                  | Count | %                                                                                                       | Count           |                                                          | %                                                                                        | Count      | %                                                                                                            | Count  |     |
| Adults             | 75.60%                             | 2,095 | 3                                                                                                       | \$11,745,108.00 | 3.74%                                                    | 75                                                                                       | \$4,183.85 | \$7,769,403.00                                                                                               | 61.58% | 375 |
|                    |                                    | 2,771 |                                                                                                         | \$4,711.23      |                                                          | 2,008                                                                                    |            | 1,857                                                                                                        |        | 609 |
| Dislocated Workers | 84.53%                             | 1,606 | 172.73%                                                                                                 | \$19,830,692    | 4.31%                                                    | 89                                                                                       | 6,133.84   | \$11,973,251.00                                                                                              | 57.18% | 454 |
|                    |                                    | 1,900 |                                                                                                         | \$11,480,731.00 |                                                          | 2,064                                                                                    |            | 1,952                                                                                                        |        | 794 |
| Older Youth        | 65.65%                             | 86    | \$3,476.59                                                                                              | \$354,613.00    | 1.07%                                                    | 2                                                                                        | 2,373.80   | \$320,462.00                                                                                                 |        |     |
|                    |                                    | 131   |                                                                                                         | 102             |                                                          | 187                                                                                      |            | 135                                                                                                          |        |     |

Table M: Participation Level

|                    | Total Participants Served | Total Exits |
|--------------------|---------------------------|-------------|
| Adults             | 6,105                     | 3,063       |
| Dislocated Workers | 4,117                     | 2,373       |
| Older Youth        | 611                       | 312         |
| Younger Youth      | 3,950                     | 1,873       |

Table N: Cost of Program Activities

| Program Activity                                           | Total Federal Spending                     |             |
|------------------------------------------------------------|--------------------------------------------|-------------|
| Local Adults                                               | \$12,067,483                               |             |
| Local Dislocated Workers                                   | \$8,340,227                                |             |
| Local Youth                                                | \$12,217,684                               |             |
| Rapid Response (up to 25%) §134 9a) (2) (A)                | \$1,662,951                                |             |
| Statewide Required Activities (up to 15%) §134 (a) (2) (B) | \$9,638,247                                |             |
| Statewide Allowable Activities §134 (a) (3)                | Program Activity Description               |             |
|                                                            | Eligible Training Provider List            | \$233,341   |
|                                                            | Incentive Funds                            | \$849,395   |
|                                                            | Technical Assistance and Capacity Building | \$471,039   |
|                                                            | Labor Market Information                   | \$17,014    |
|                                                            | High Concentrations of Eligible Youth      | \$203,713   |
|                                                            | Displaced Homemaker                        | \$355,615   |
|                                                            | Statewide Information Technology System    | \$2,699,855 |
| <b>Total of All Federal Spending Listed Above</b>          | <b>\$48,756,564</b>                        |             |

# Performance Tables

Table O : -Local Performance (By Individual Local Workforce Investment Area)

| Local Area Name                                    | Total Participants Served | Adults                       | 11                       |
|----------------------------------------------------|---------------------------|------------------------------|--------------------------|
|                                                    |                           | APACHE COUNTY                |                          |
|                                                    |                           | Older Youth                  | 2                        |
|                                                    |                           | Younger Youth                | 17                       |
| ETA Assigned #<br><u>4060</u>                      | Total Exiters             | Adults                       | 2                        |
|                                                    |                           | Dislocated Workers           | See REPAC Table O        |
|                                                    |                           | Older Youth                  | 0                        |
|                                                    |                           | Younger Youth                | 5                        |
|                                                    |                           | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction                              | Program Participants      | See Table A                  |                          |
|                                                    | Employers                 |                              |                          |
| Entered Employment Rate                            | Adults                    | 60%                          | 100.0%                   |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | 55%                          | 0.0%                     |
| Retention Rate                                     | Adults                    | 75%                          | 80.0%                    |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | 55%                          | 100.0%                   |
|                                                    | Younger Youth             | 53%                          | 60.0%                    |
| Earnings Change/Earnings Replacement in Six Months | Adults                    | \$3,087                      | \$1,804                  |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | \$2,536                      | \$2,048                  |
| Credential/Diploma Rate                            | Adults                    | 44%                          | 100.0%                   |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | 42%                          | 0.0%                     |
|                                                    | Younger Youth             | 44%                          | 100.0%                   |
| Skill Attainment Rate                              | Younger Youth             | 66%                          | 90.0%                    |
| Other State Indicators of Performance              |                           | N/A                          |                          |
| Overall Status of Local Performance                |                           | Not Met                      | Met                      |
|                                                    |                           | 3                            | 9                        |

\*Dislocated Worker statistics for this local workforce investment area are those of the Re-Employment and Pre-Layoff Assistance Center (REPAC), the entity which administers the Dislocated Worker program on behalf of a 6 local area consortium that includes Apache, Gila/Pinal, Graham, Greenlee, Mohave/La Paz and Navajo Counties. (Also see Table O - REPAC Dislocated Worker Consortium.)

# Performance Tables

Table O : -Local Performance (By Individual Local Workforce Investment Area)

| Local Area Name<br><br>CITY OF PHOENIX             | Total Participants Served         | Adults                       | 2,790                    |
|----------------------------------------------------|-----------------------------------|------------------------------|--------------------------|
|                                                    |                                   | Dislocated Workers           | 1,589                    |
|                                                    |                                   | Older Youth                  | 154                      |
|                                                    |                                   | Younger Youth                | 924                      |
| ETA Assigned #<br><u>4025</u>                      | Total Exiters                     | Adults                       | 1,086                    |
|                                                    |                                   | Dislocated Workers           | 676                      |
|                                                    |                                   | Older Youth                  | 79                       |
|                                                    |                                   | Younger Youth                | 456                      |
|                                                    |                                   | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction                              | Program Participants<br>Employers | See Table A                  |                          |
| Entered Employment Rate                            | Adults                            | 78%                          | 78.0%                    |
|                                                    | Dislocated Workers                | 88%                          | 87.4%                    |
|                                                    | Older Youth                       | 68%                          | 92.1%                    |
| Retention Rate                                     | Adults                            | 85%                          | 87.4%                    |
|                                                    | Dislocated Workers                | 89%                          | 88.8%                    |
|                                                    | Older Youth                       | 86%                          | 75.0%                    |
|                                                    | Younger Youth                     | 56%                          | 57.3%                    |
| Earnings Change/Earnings Replacement in Six Months | Adults                            | \$2,500                      | \$3,648                  |
|                                                    | Dislocated Workers                | 93%                          | 120.1%                   |
|                                                    | Older Youth                       | \$2,500                      | \$3,294                  |
| Credential/Diploma Rate                            | Adults                            | 55%                          | 36.6%                    |
|                                                    | Dislocated Workers                | 58%                          | 48.6%                    |
|                                                    | Older Youth                       | 42%                          | 43.9%                    |
|                                                    | Younger Youth                     | 52%                          | 59.8%                    |
| Skill Attainment Rate                              | Younger Youth                     | 75%                          | 57.4%                    |
| Other State Indicators of Performance              |                                   | N/A                          |                          |
| Overall Status of Local Performance                |                                   | Not Met                      | Met                      |
|                                                    |                                   | 2                            | 4                        |
|                                                    |                                   | 9                            |                          |

# Performance Tables

Table O : -Local Performance (By Individual Local Workforce Investment Area)

| Local Area Name                                    | Total Participants Served | Adults                       | 155                      |
|----------------------------------------------------|---------------------------|------------------------------|--------------------------|
|                                                    |                           | COCHISE COUNTY               |                          |
|                                                    |                           | Older Youth                  | 16                       |
|                                                    |                           | Younger Youth                | 92                       |
| ETA Assigned #                                     | Total Exiters             | Adults                       | 81                       |
|                                                    |                           | 4005                         |                          |
|                                                    |                           | Older Youth                  | 0                        |
|                                                    |                           | Younger Youth                | 31                       |
|                                                    |                           | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction                              | Program Participants      | See Table A                  |                          |
|                                                    | Employers                 |                              |                          |
| Entered Employment Rate                            | Adults                    | 70%                          | 65.9%                    |
|                                                    | Dislocated Workers        | 85%                          | 86.4%                    |
|                                                    | Older Youth               | 69%                          | 0.0%                     |
| Retention Rate                                     | Adults                    | 82%                          | 91.8%                    |
|                                                    | Dislocated Workers        | 90%                          | 79.3%                    |
|                                                    | Older Youth               | 82%                          | 100.0%                   |
|                                                    | Younger Youth             | 56%                          | 61.3%                    |
| Earnings Change/Earnings Replacement in Six Months | Adults                    | \$3,197                      | \$6,015                  |
|                                                    | Dislocated Workers        | 97%                          | 78.1%                    |
|                                                    | Older Youth               | \$2,756                      | \$2,470                  |
| Credential/Diploma Rate                            | Adults                    | 50%                          | 67.2%                    |
|                                                    | Dislocated Workers        | 50%                          | 62.5%                    |
|                                                    | Older Youth               | 42%                          | 0.0%                     |
|                                                    | Younger Youth             | 60%                          | 69.6%                    |
| Skill Attainment Rate                              | Younger Youth             | 70%                          | 98.5%                    |
| Other State Indicators of Performance              |                           | N/A                          |                          |
| Overall Status of Local Performance                |                           | Not Met                      | Met                      |
|                                                    |                           | 2                            | 4                        |
|                                                    |                           | 9                            |                          |

# Performance Tables

Table O : -Local Performance (By Individual Local Workforce Investment Area)

| Local Area Name                                    | Total Participants Served | Adults                       | 46                       |
|----------------------------------------------------|---------------------------|------------------------------|--------------------------|
|                                                    |                           | COCONINO COUNTY              |                          |
|                                                    |                           | Older Youth                  | 12                       |
|                                                    |                           | Younger Youth                | 52                       |
| ETA Assigned #                                     | Total Exiters             | Adults                       | 37                       |
|                                                    |                           | 4065                         |                          |
|                                                    |                           | Older Youth                  | 1                        |
|                                                    |                           | Younger Youth                | 42                       |
|                                                    |                           | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction                              | Program Participants      | See Table A                  |                          |
|                                                    | Employers                 |                              |                          |
| Entered Employment Rate                            | Adults                    | 75%                          | 63.3%                    |
|                                                    | Dislocated Workers        | 89%                          | 72.4%                    |
|                                                    | Older Youth               | 75%                          | 100.0%                   |
| Retention Rate                                     | Adults                    | 82%                          | 90.9%                    |
|                                                    | Dislocated Workers        | 84%                          | 85.7%                    |
|                                                    | Older Youth               | 85%                          | 87.5%                    |
|                                                    | Younger Youth             | 60%                          | 47.6%                    |
| Earnings Change/Earnings Replacement in Six Months | Adults                    | \$2,500                      | \$2,407                  |
|                                                    | Dislocated Workers        | 94%                          | 163.7%                   |
|                                                    | Older Youth               | \$1,500                      | \$1,988                  |
| Credential/Diploma Rate                            | Adults                    | 55%                          | 41.0%                    |
|                                                    | Dislocated Workers        | 58%                          | 57.7%                    |
|                                                    | Older Youth               | 45%                          | 100.0%                   |
|                                                    | Younger Youth             | 55%                          | 85.0%                    |
| Skill Attainment Rate                              | Younger Youth             | 75%                          | 60.7%                    |
| Other State Indicators of Performance              |                           | N/A                          |                          |
| Overall Status of Local Performance                |                           | Not Met                      | Met                      |
|                                                    |                           | 2                            | 5                        |
|                                                    |                           | Exceed                       |                          |
|                                                    |                           | 8                            |                          |

# Performance Tables

Table O :- Local Performance (By Individual Local Workforce Investment Area)

| Local Area Name<br>GILA/PINAL COUNTIES             | Total Participants Served | Adults                       | 137                      |        |
|----------------------------------------------------|---------------------------|------------------------------|--------------------------|--------|
|                                                    |                           | Dislocated Workers           | See REPAC Table O        |        |
|                                                    |                           | Older Youth                  | 23                       |        |
|                                                    |                           | Younger Youth                | 78                       |        |
| ETA Assigned #<br><u>4010</u>                      | Total Exiters             | Adults                       | 93                       |        |
|                                                    |                           | Dislocated Workers           | See REPAC Table O        |        |
|                                                    |                           | Older Youth                  | 13                       |        |
|                                                    |                           | Younger Youth                | 22                       |        |
|                                                    |                           | Negotiated Performance Level | Actual Performance Level |        |
| Customer Satisfaction                              | Program Participants      | See Table A                  |                          |        |
|                                                    | Employers                 |                              |                          |        |
| Entered Employment Rate                            | Adults                    | 74%                          | 74.3%                    |        |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |        |
|                                                    | Older Youth               | 70%                          | 83.3%                    |        |
| Retention Rate                                     | Adults                    | 85%                          | 84.5%                    |        |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |        |
|                                                    | Older Youth               | 82%                          | 83.3%                    |        |
|                                                    | Younger Youth             | 54%                          | 45.5%                    |        |
| Earnings Change/Earnings Replacement in Six Months | Adults                    | \$2,700                      | \$5,070                  |        |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |        |
|                                                    | Older Youth               | \$2,900                      | \$4,738                  |        |
| Credential/Diploma Rate                            | Adults                    | 56%                          | 62.3%                    |        |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |        |
|                                                    | Older Youth               | 42%                          | 66.7%                    |        |
|                                                    | Younger Youth             | 56%                          | 68.8%                    |        |
| Skill Attainment Rate                              | Younger Youth             | 76%                          | 81.1%                    |        |
| Other State Indicators of Performance              |                           | N/A                          | N/A                      |        |
| Overall Status of Local Performance                |                           | Not Met                      | Met                      | Exceed |
|                                                    |                           | 0                            | 3                        | 12     |

\* Dislocated Worker statistics for this local workforce investment area are those of the Re-Employment and Pre-Layoff Assistance Center (REPAC), the entity which administers the Dislocated Worker program on behalf of a 6 local area consortium that includes Apache, Gila/Pinal, Graham, Greenlee, Mohave/La Paz and Navajo Counties. (Also see Table O - REPAC Dislocated Worker Consortium.)

# Performance Tables

Table O :- Local Performance (By Individual Local Workforce Investment Area)

| Local Area Name                                    | Total Participants Served | Adults                       | 70                       |
|----------------------------------------------------|---------------------------|------------------------------|--------------------------|
|                                                    |                           | GRAHAM COUNTY                |                          |
| Older Youth                                        | 25                        |                              |                          |
| Younger Youth                                      | 52                        |                              |                          |
|                                                    |                           |                              |                          |
| ETA Assigned #<br><u>4015</u>                      | Total Exiters             | Adults                       | 18                       |
|                                                    |                           | Dislocated Workers           | See REPAC Table O        |
|                                                    |                           | Older Youth                  | 13                       |
|                                                    |                           | Younger Youth                | 13                       |
|                                                    |                           | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction                              | Program Participants      | See Table A                  |                          |
|                                                    | Employers                 |                              |                          |
| Entered Employment Rate                            | Adults                    | 55%                          | 61.5%                    |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | 46%                          | 63.6%                    |
| Retention Rate                                     | Adults                    | 72%                          | 76.5%                    |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | 72%                          | 75.0%                    |
|                                                    | Younger Youth             | 54%                          | 54.5%                    |
| Earnings Change/Earnings Replacement in Six Months | Adults                    | \$2,433                      | \$8,970                  |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | \$2,500                      | \$6,548                  |
| Credential/Diploma Rate                            | Adults                    | 47%                          | 72.7%                    |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | 42%                          | 64.7%                    |
|                                                    | Younger Youth             | 48%                          | 100.0%                   |
| Skill Attainment Rate                              | Younger Youth             | 70%                          | 95.1%                    |
| Other State Indicators of Performance              |                           | N/A                          | N/A                      |
| Overall Status of Local Performance                |                           | Not Met                      | Met                      |
|                                                    |                           | 0                            | 14                       |

\* Dislocated Worker statistics for this local workforce investment area are those of the Re-Employment and Pre-Layoff Assistance Center (REPAC), the entity which administers the Dislocated Worker program on behalf of a 6 local area consortium that includes Apache, Gila/Pinal, Graham, Greenlee, Mohave/La Paz and Navajo Counties. (Also see Table O - REPAC Dislocated Worker Consortium.)

# Performance Tables

Table O :- Local Performance (By Individual Local Workforce Investment Area)

| Local Area Name                                    | Total Participants Served | Adults                       | 20                       |
|----------------------------------------------------|---------------------------|------------------------------|--------------------------|
|                                                    |                           | GREENLEE COUNTY              |                          |
| Older Youth                                        | 5                         |                              |                          |
| Younger Youth                                      | 27                        |                              |                          |
|                                                    |                           |                              |                          |
| ETA Assigned #<br><u>4020</u>                      | Total Exiters             | Adults                       | 7                        |
|                                                    |                           | Dislocated Workers           | See REPAC Table O        |
|                                                    |                           | Older Youth                  | 4                        |
|                                                    |                           | Younger Youth                | 0                        |
|                                                    |                           | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction                              | Program Participants      | See Table A                  |                          |
|                                                    | Employers                 |                              |                          |
| Entered Employment Rate                            | Adults                    | 64%                          | 33.3%                    |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | 61%                          | 66.7%                    |
| Retention Rate                                     | Adults                    | 70%                          | 100.0%                   |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | 75%                          | 0.0%                     |
|                                                    | Younger Youth             | 54%                          | 0.0%                     |
| Earnings Change/Earnings Replacement in Six Months | Adults                    | \$2,205                      | (\$1,370)                |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | \$2,300                      | \$0                      |
| Credential/Diploma Rate                            | Adults                    | 49%                          | 0.0%                     |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | 25%                          | 0.0%                     |
|                                                    | Younger Youth             | 48%                          | 100.0%                   |
| Skill Attainment Rate                              | Younger Youth             | 66%                          | 100.0%                   |
| Other State Indicators of Performance              |                           | N/A                          | N/A                      |
| Overall Status of Local Performance                |                           | Not Met                      | Met                      |
|                                                    |                           | 7                            | 1                        |
|                                                    |                           |                              | 7                        |

\* Dislocated Worker statistics for this local workforce investment area are those of the Re-Employment and Pre-Layoff Assistance Center (REPAC), the entity which administers the Dislocated Worker program on behalf of a 6 local area consortium that includes Apache, Gila/Pinal, Graham, Greenlee, Mohave/La Paz and Navajo Counties. (Also see Table O - REPAC Dislocated Worker Consortium.)

# Performance Tables

Table O : -Local Performance (By Individual Local Workforce Investment Area)

| Local Area Name                                    | Total Participants Served | Adults                       | 607                      |
|----------------------------------------------------|---------------------------|------------------------------|--------------------------|
|                                                    |                           | MARIOPA COUNTY               |                          |
|                                                    |                           | Older Youth                  | 48                       |
|                                                    |                           | Younger Youth                | 364                      |
| ETA Assigned #                                     | Total Exiters             | Adults                       | 276                      |
|                                                    |                           | 4035                         |                          |
|                                                    |                           | Older Youth                  | 44                       |
|                                                    |                           | Younger Youth                | 370                      |
|                                                    |                           | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction                              | Program Participants      | See Table A                  |                          |
|                                                    | Employers                 |                              |                          |
| Entered Employment Rate                            | Adults                    | 82%                          | 79.2%                    |
|                                                    | Dislocated Workers        | 92%                          | 88.4%                    |
|                                                    | Older Youth               | 68%                          | 71.1%                    |
| Retention Rate                                     | Adults                    | 83%                          | 85.8%                    |
|                                                    | Dislocated Workers        | 87%                          | 89.7%                    |
|                                                    | Older Youth               | 82%                          | 76.9%                    |
|                                                    | Younger Youth             | 56%                          | 51.4%                    |
| Earnings Change/Earnings Replacement in Six Months | Adults                    | \$2,954                      | \$4,617                  |
|                                                    | Dislocated Workers        | 92%                          | 105.0%                   |
|                                                    | Older Youth               | \$2,600                      | \$3,375                  |
| Credential/Diploma Rate                            | Adults                    | 70%                          | 67.0%                    |
|                                                    | Dislocated Workers        | 70%                          | 73.0%                    |
|                                                    | Older Youth               | 45%                          | 55.4%                    |
|                                                    | Younger Youth             | 56%                          | 51.3%                    |
| Skill Attainment Rate                              | Younger Youth             | 79%                          | 82.9%                    |
| Other State Indicators of Performance              |                           | N/A                          |                          |
| Overall Status of Local Performance                |                           | Not Met                      | Met                      |
|                                                    |                           | 0                            | 6                        |
|                                                    |                           | Exceed                       |                          |
|                                                    |                           | 9                            |                          |

# Performance Tables

Table O : -Local Performance (By Individual Local Workforce Investment Area)

|                                                       |                           |                                 |                                |
|-------------------------------------------------------|---------------------------|---------------------------------|--------------------------------|
| Local Area Name<br><br>MOHAVE/LA PAZ<br>COUNTIES      | Total Participants Served | Adults                          | 138                            |
|                                                       |                           | Dislocated Workers              | See REPAC<br>Table O           |
|                                                       |                           | Older Youth                     | 25                             |
|                                                       |                           | Younger Youth                   | 150                            |
| ETA Assigned #<br><br><u>4070</u>                     | Total Exiters             | Adults                          | 87                             |
|                                                       |                           | Dislocated Workers              | See REPAC<br>Table O           |
|                                                       |                           | Older Youth                     | 17                             |
|                                                       |                           | Younger Youth                   | 77                             |
|                                                       |                           | Negotiated<br>Performance Level | Actual<br>Performance<br>Level |
| Customer Satisfaction                                 | Program Participants      | See Table A                     |                                |
|                                                       | Employers                 |                                 |                                |
| Entered Employment Rate                               | Adults                    | 79%                             | 68.9%                          |
|                                                       | Dislocated Workers*       | See REPAC - Table O             |                                |
|                                                       | Older Youth               | 70%                             | 60.0%                          |
| Retention Rate                                        | Adults                    | 79%                             | 72.2%                          |
|                                                       | Dislocated Workers*       | See REPAC - Table O             |                                |
|                                                       | Older Youth               | 78%                             | 66.7%                          |
|                                                       | Younger Youth             | 56%                             | 64.0%                          |
| Earnings Change/Earnings<br>Replacement in Six Months | Adults                    | \$2,800                         | \$4,617                        |
|                                                       | Dislocated Workers*       | See REPAC - Table O             |                                |
|                                                       | Older Youth               | \$2,700                         | \$1,434                        |
| Credential/Diploma Rate                               | Adults                    | 50%                             | 66.7%                          |
|                                                       | Dislocated Workers*       | See REPAC - Table O             |                                |
|                                                       | Older Youth               | 42%                             | 43.8%                          |
|                                                       | Younger Youth             | 53%                             | 67.6%                          |
| Skill Attainment Rate                                 | Younger Youth             | 78%                             | 81.4%                          |
| Other State Indicators of Performance                 |                           | N/A                             | N/A                            |
| Overall Status of Local Performance                   |                           | Not Met                         | Met                            |
|                                                       |                           | 1                               | 5                              |
|                                                       |                           |                                 | 9                              |

\*Dislocated Worker statistics for this local workforce investment area are those of the Re-Employment and Pre-Layoff Assistance Center (REPAC), the entity which administers the Dislocated Worker program on behalf of a 6 local area consortium that includes Apache, Gila/Pinal, Graham, Greenlee, Mohave/La Paz and Navajo Counties. (Also see Table O - REPAC Dislocated Worker Consortium.)

# Performance Tables

Table O : -Local Performance (By Individual Local Workforce Investment Area)

| Local Area Name                                    | Total Participants Served | Adults                       | 45                       |
|----------------------------------------------------|---------------------------|------------------------------|--------------------------|
|                                                    |                           | NAVAJO COUNTY                |                          |
|                                                    |                           | Older Youth                  | 19                       |
|                                                    |                           | Younger Youth                | 30                       |
| ETA Assigned #<br><u>4075</u>                      | Total Exiters             | Adults                       | 38                       |
|                                                    |                           | Dislocated Workers           | See REPAC Table O        |
|                                                    |                           | Older Youth                  | 10                       |
|                                                    |                           | Younger Youth                | 19                       |
|                                                    |                           | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction                              | Program Participants      | See Table A                  |                          |
|                                                    | Employers                 |                              |                          |
| Entered Employment Rate                            | Adults                    | 73%                          | 68.6%                    |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | 68%                          | 68.8%                    |
| Retention Rate                                     | Adults                    | 82%                          | 71.4%                    |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | 78%                          | 100.0%                   |
|                                                    | Younger Youth             | 60%                          | 68.4%                    |
| Earnings Change/Earnings Replacement in Six Months | Adults                    | \$3,245                      | \$2,994                  |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | \$2,500                      | \$660.0                  |
| Credential/Diploma Rate                            | Adults                    | 55%                          | 59.0%                    |
|                                                    | Dislocated Workers*       | See REPAC - Table O          |                          |
|                                                    | Older Youth               | 44%                          | 55.6%                    |
|                                                    | Younger Youth             | 55%                          | 66.7%                    |
| Skill Attainment Rate                              | Younger Youth             | 75%                          | 81.4%                    |
| Other State Indicators of Performance              |                           | N/A                          |                          |
| Overall Status of Local Performance                |                           | Not Met                      | Met                      |
|                                                    |                           | 1                            | 4                        |
|                                                    |                           | Exceed                       |                          |
|                                                    |                           | 10                           |                          |

\*Dislocated Worker statistics for this local workforce investment area are those of the Re-Employment and Pre-Layoff Assistance Center (REPAC), the entity which administers the Dislocated Worker program on behalf of a 6 local area consortium that includes Apache, Gila/Pinal, Graham, Greenlee, Mohave/La Paz and Navajo Counties. (Also see Table O - REPAC Dislocated Worker Consortium.)

# Performance Tables

Table O : -Local Performance (By Individual Local Workforce Investment Area)

| Local Area Name                                    | Total Participants Served | Adults                       | 1,020                    |
|----------------------------------------------------|---------------------------|------------------------------|--------------------------|
|                                                    |                           | Dislocated Workers           | 894                      |
| PMA COUNTY                                         | Total Participants Served | Older Youth                  | 120                      |
|                                                    |                           | Younger Youth                | 738                      |
|                                                    |                           | Adults                       | 736                      |
|                                                    |                           | Dislocated Workers           | 719                      |
| ETA Assigned #<br><u>4030</u>                      | Total Exiters             | Older Youth                  | 38                       |
|                                                    |                           | Younger Youth                | 368                      |
|                                                    |                           | Negotiated Performance Level | Actual Performance Level |
|                                                    |                           | See Table A                  | See Table A              |
| Customer Satisfaction                              | Program Participants      | See Table A                  |                          |
|                                                    | Employers                 |                              |                          |
| Entered Employment Rate                            | Adults                    | 72%                          | 70.8%                    |
|                                                    | Dislocated Workers        | 85%                          | 78.5%                    |
|                                                    | Older Youth               | 66%                          | 50.0%                    |
| Retention Rate                                     | Adults                    | 82%                          | 81.8%                    |
|                                                    | Dislocated Workers        | 82%                          | 87.8%                    |
|                                                    | Older Youth               | 81%                          | 75.0%                    |
|                                                    | Younger Youth             | 54%                          | 54.5%                    |
| Earnings Change/Earnings Replacement in Six Months | Adults                    | \$2,300                      | \$2,600                  |
|                                                    | Dislocated Workers        | 91%                          | 104.6%                   |
|                                                    | Older Youth               | \$2,150                      | \$3,193                  |
| Credential/Diploma Rate                            | Adults                    | 63%                          | 56.1%                    |
|                                                    | Dislocated Workers        | 62%                          | 62.6%                    |
|                                                    | Older Youth               | 41%                          | 29.6%                    |
|                                                    | Younger Youth             | 52%                          | 49.4%                    |
| Skill Attainment Rate                              | Younger Youth             | 85%                          | 87.6%                    |
| Other State Indicators of Performance              |                           | N/A                          |                          |
| Overall Status of Local Performance                |                           | Not Met                      | Met                      |
|                                                    |                           | 2                            | 6                        |
|                                                    |                           | Exceed                       |                          |
|                                                    |                           | 7                            |                          |

# Performance Tables

Table O : -Local Performance (By Individual Local Workforce Investment Area)

| Local Area Name                                    | Total Participants Served | Adults                       | 135                      |
|----------------------------------------------------|---------------------------|------------------------------|--------------------------|
|                                                    |                           | SANTA CRUZ COUNTY            |                          |
|                                                    |                           | Older Youth                  | 25                       |
|                                                    |                           | Younger Youth                | 218                      |
| ETA Assigned #                                     | Total Exiters             | Adults                       | 77                       |
|                                                    |                           | 4040                         |                          |
|                                                    |                           | Older Youth                  | 14                       |
|                                                    |                           | Younger Youth                | 119                      |
|                                                    |                           | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction                              | Program Participants      | See Table A                  |                          |
|                                                    | Employers                 |                              |                          |
| Entered Employment Rate                            | Adults                    | 73%                          | 88.9%                    |
|                                                    | Dislocated Workers        | 80%                          | 100.0%                   |
|                                                    | Older Youth               | 68%                          | 75.0%                    |
| Retention Rate                                     | Adults                    | 85%                          | 89.3%                    |
|                                                    | Dislocated Workers        | 75%                          | 100.0%                   |
|                                                    | Older Youth               | 79%                          | 66.7%                    |
|                                                    | Younger Youth             | 54%                          | 48.0%                    |
| Earnings Change/Earnings Replacement in Six Months | Adults                    | \$2,433                      | \$3,267                  |
|                                                    | Dislocated Workers        | 87%                          | 157.8%                   |
|                                                    | Older Youth               | \$3,000                      | \$3,095                  |
| Credential/Diploma Rate                            | Adults                    | 65%                          | 78.6%                    |
|                                                    | Dislocated Workers        | 56%                          | 100.0%                   |
|                                                    | Older Youth               | 50%                          | 37.5%                    |
|                                                    | Younger Youth             | 52%                          | 75.0%                    |
| Skill Attainment Rate                              | Younger Youth             | 75%                          | 83.6%                    |
| Other State Indicators of Performance              |                           | N/A                          |                          |
| Overall Status of Local Performance                |                           | Not Met                      | Met                      |
|                                                    |                           | 1                            | 2                        |
|                                                    |                           | Exceed                       |                          |
|                                                    |                           | 12                           |                          |

# Performance Tables

Table O : -Local Performance (By Individual Local Workforce Investment Area)

| Local Area Name                                    | Total Participants Served | Adults                       | 72                       |
|----------------------------------------------------|---------------------------|------------------------------|--------------------------|
|                                                    |                           | YAVAPAI COUNTY               |                          |
|                                                    |                           | Older Youth                  | 4                        |
|                                                    |                           | Younger Youth                | 65                       |
| ETA Assigned #                                     | Total Exiters             | Adults                       | 29                       |
|                                                    |                           | 4080                         |                          |
|                                                    |                           | Older Youth                  | 1                        |
|                                                    |                           | Younger Youth                | 17                       |
|                                                    |                           | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction                              | Program Participants      | See Table A                  |                          |
|                                                    | Employers                 |                              |                          |
| Entered Employment Rate                            | Adults                    | 71%                          | 91.7%                    |
|                                                    | Dislocated Workers        | 88%                          | 88.1%                    |
|                                                    | Older Youth               | 68%                          | 100.0%                   |
| Retention Rate                                     | Adults                    | 82%                          | 80.5%                    |
|                                                    | Dislocated Workers        | 82%                          | 80.9%                    |
|                                                    | Older Youth               | 79%                          | 100.0%                   |
|                                                    | Younger Youth             | 54%                          | 50.0%                    |
| Earnings Change/Earnings Replacement in Six Months | Adults                    | \$2,500                      | \$2,823                  |
|                                                    | Dislocated Workers        | 94%                          | 99.0%                    |
|                                                    | Older Youth               | \$2,428                      | \$714                    |
| Credential/Diploma Rate                            | Adults                    | 55%                          | 85.0%                    |
|                                                    | Dislocated Workers        | 56%                          | 85.7%                    |
|                                                    | Older Youth               | 44%                          | 100.0%                   |
|                                                    | Younger Youth             | 52%                          | 50.0%                    |
| Skill Attainment Rate                              | Younger Youth             | 68%                          | 84.3%                    |
| Other State Indicators of Performance              |                           | N/A                          |                          |
| Overall Status of Local Performance                |                           | Not Met                      | Met                      |
|                                                    |                           | 1                            | 4                        |
|                                                    |                           | Exceed                       |                          |
|                                                    |                           | 10                           |                          |

# Performance Tables

Table O : -Local Performance (By Individual Local Workforce Investment Area)

| Local Area Name                                    | Total Participants Served | Adults             | 597                       |
|----------------------------------------------------|---------------------------|--------------------|---------------------------|
|                                                    |                           | YUMA COUNTY        | Total Participants Served |
| Older Youth                                        | 85                        |                    |                           |
| Younger Youth                                      | 755                       |                    |                           |
| ETA Assigned #                                     | Total Exiters             |                    |                           |
| <u>4045</u>                                        | Total Exiters             | Dislocated Workers | 71                        |
|                                                    |                           | Older Youth        | 53                        |
|                                                    |                           | Younger Youth      | 226                       |
|                                                    |                           |                    |                           |
| Customer Satisfaction                              | Program Participants      | See Table A        |                           |
|                                                    | Employers                 |                    |                           |
| Entered Employment Rate                            | Adults                    | 73%                | 66.8%                     |
|                                                    | Dislocated Workers        | 87%                | 82.8%                     |
|                                                    | Older Youth               | 73%                | 63.6%                     |
| Retention Rate                                     | Adults                    | 82%                | 85.4%                     |
|                                                    | Dislocated Workers        | 82%                | 93.1%                     |
|                                                    | Older Youth               | 81%                | 82.6%                     |
|                                                    | Younger Youth             | 54%                | 64.8%                     |
| Earnings Change/Earnings Replacement in Six Months | Adults                    | \$2,440            | \$3,508                   |
|                                                    | Dislocated Workers        | 92%                | 153.1%                    |
|                                                    | Older Youth               | \$2,700            | \$3,749                   |
| Credential/Diploma Rate                            | Adults                    | 60%                | 62.0%                     |
|                                                    | Dislocated Workers        | 56%                | 60.9%                     |
|                                                    | Older Youth               | 50%                | 56.0%                     |
|                                                    | Younger Youth             | 58%                | 57.2%                     |
| Skill Attainment Rate                              | Younger Youth             | 80%                | 92.3%                     |
| Other State Indicators of Performance              |                           | N/A                |                           |
| Overall Status of Local Performance                |                           | Not Met            | Met                       |
|                                                    |                           | 0                  | 4                         |
|                                                    |                           | 11                 |                           |

# Performance Tables

Table O : -Local Performance (By Individual Local Workforce Investment Area)

| Local Area Name<br><br>TRIBES                      | Total Participants Served         | Adults                       | 245                      |
|----------------------------------------------------|-----------------------------------|------------------------------|--------------------------|
|                                                    |                                   | Dislocated Workers           | 16                       |
|                                                    |                                   | Older Youth                  | 48                       |
|                                                    |                                   | Younger Youth                | 390                      |
| ETA Assigned #<br><u>4090</u>                      | Total Exiters                     | Adults                       | 117                      |
|                                                    |                                   | Dislocated Workers           | 1                        |
|                                                    |                                   | Older Youth                  | 25                       |
|                                                    |                                   | Younger Youth                | 108                      |
|                                                    |                                   | Negotiated Performance Level | Actual Performance Level |
| Customer Satisfaction                              | Program Participants<br>Employers | See Table A                  |                          |
| Entered Employment Rate                            | Adults                            | 53%                          | 49.3%                    |
|                                                    | Dislocated Workers                | 53%                          | 100.0%                   |
|                                                    | Older Youth                       | 71%                          | 33.3%                    |
| Retention Rate                                     | Adults                            | 74%                          | 67.5%                    |
|                                                    | Dislocated Workers                | 80%                          | 100.0%                   |
|                                                    | Older Youth                       | 75%                          | 57.1%                    |
|                                                    | Younger Youth                     | 52%                          | 34.4%                    |
| Earnings Change/Earnings Replacement in Six Months | Adults                            | \$2,000                      | \$3,137                  |
|                                                    | Dislocated Workers                | 72%                          | 456.5%                   |
|                                                    | Older Youth                       | \$2,900                      | \$3,728                  |
| Credential/Diploma Rate                            | Adults                            | 35%                          | 24.4%                    |
|                                                    | Dislocated Workers                | 40%                          | 100.0%                   |
|                                                    | Older Youth                       | 42%                          | 17.2%                    |
|                                                    | Younger Youth                     | 45%                          | 55.2%                    |
| Skill Attainment Rate                              | Younger Youth                     | 75%                          | 81.9%                    |
| Other State Indicators of Performance              |                                   | N/A                          |                          |
| Overall Status of Local Performance                |                                   | Not Met                      | Met                      |
|                                                    |                                   | 5                            | 2                        |
|                                                    |                                   | Exceed                       |                          |
|                                                    |                                   | 8                            |                          |

# Performance Tables

Table O : -REPAC Consortium

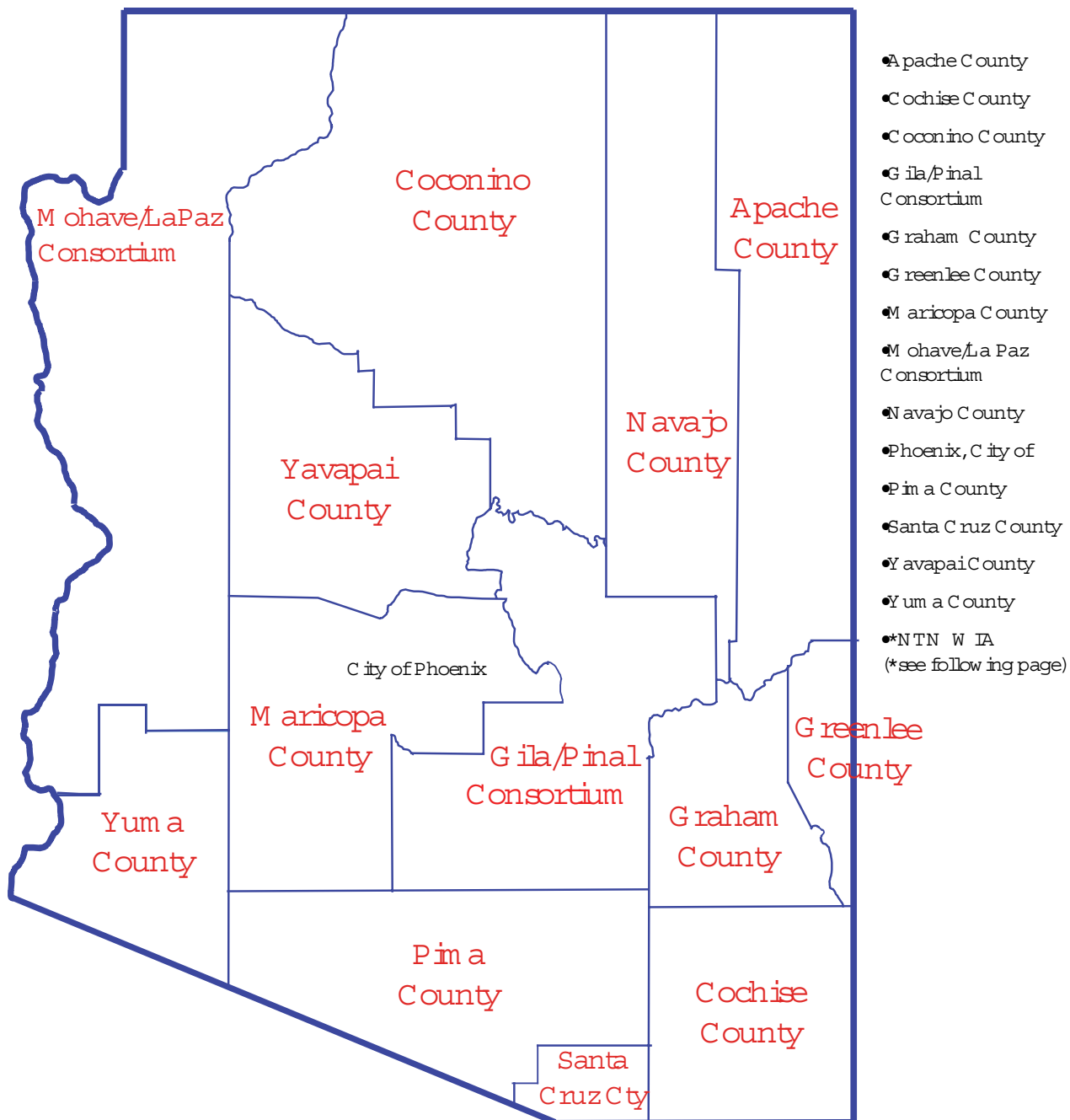
|                                                    |                           |                              |                          |
|----------------------------------------------------|---------------------------|------------------------------|--------------------------|
| Local Area Name                                    |                           | Dislocated Workers           | 535                      |
| REPAC Dislocated Worker Consortium                 | Total Participants Served |                              |                          |
|                                                    | Total Exiters             | Dislocated Workers           | 356                      |
|                                                    |                           | Negotiated Performance Level | Actual Performance Level |
| Entered Employment Rate                            | Dislocated Workers        | 90%                          | 89.9%                    |
| Retention Rate                                     | Dislocated Workers        | 83%                          | 89.3%                    |
| Earnings Change/Earnings Replacement in Six Months | Dislocated Workers        | 92%                          | 109.0%                   |
| Credential/Diploma Rate                            | Dislocated Workers        | 60%                          | 60.0%                    |
| Other State Indicators of Performance              |                           | N/A                          | N/A                      |
| Overall Status of Local Performance                |                           | Not Met                      | Met                      |
|                                                    |                           | 0                            | 1                        |
|                                                    |                           |                              | Exceed                   |
|                                                    |                           |                              | 3                        |

The Dislocated Worker statistics reflected in this chart are those of Re-Employment and Pre-Layoff Assistance Center (REPAC), the entity which administers the Dislocated worker program on behalf of a 6 local area consortium that includes Apache, Gila/Pinal, Graham, Greenlee, Mohave/La Paz and Navajo Counties.

# Local Areas and Tribal Maps

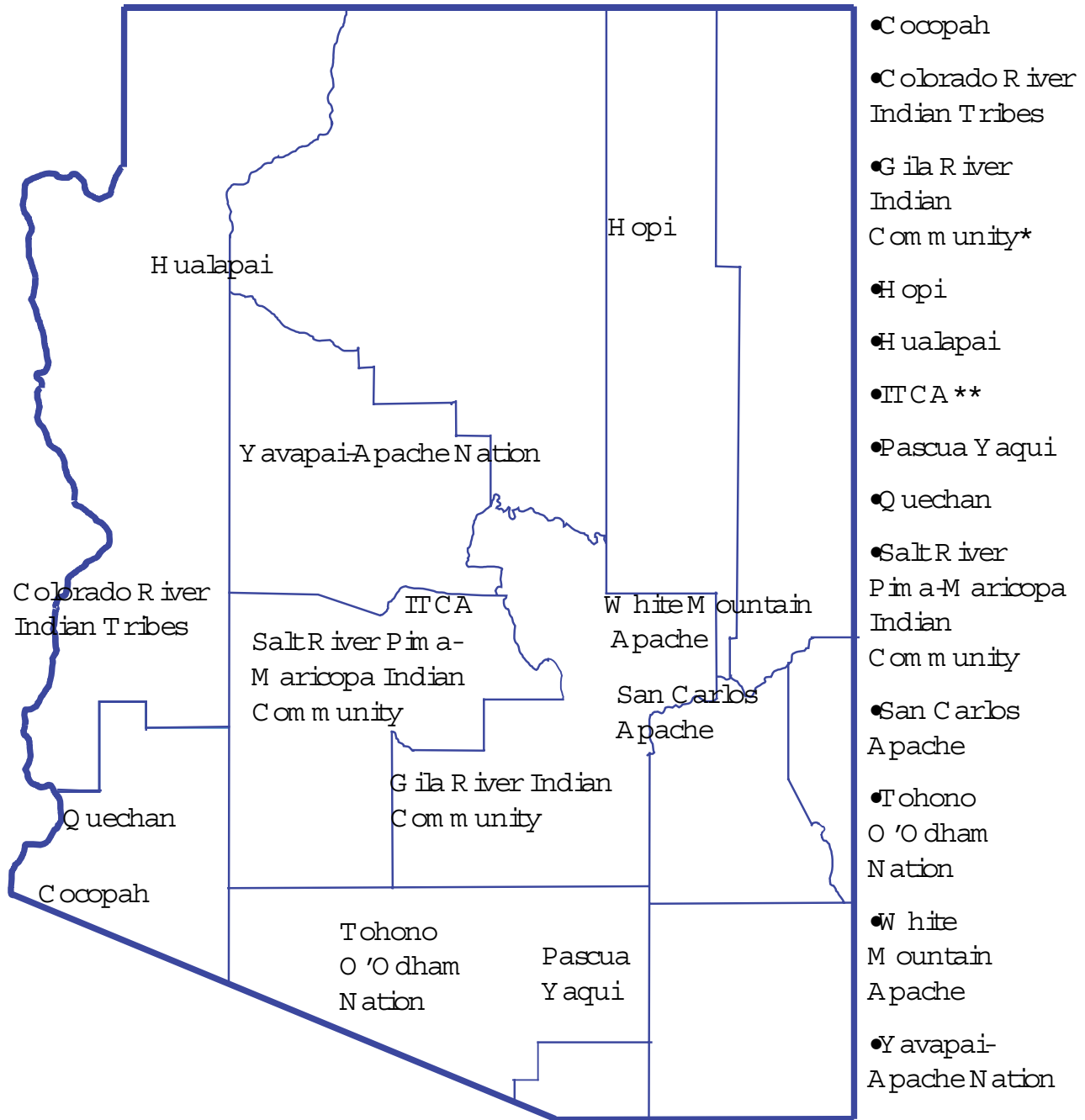
## Local Area and Tribal Maps

### Arizona's Local Workforce Investment Areas



# Local Areas and Tribal Maps

## Nineteen Tribal Nations Workforce Investment Area



\*Gila River Indian Community represents, for WIA purposes, the Ak-Chin tribe.

\*\*ITCA (Inter Tribal Council of Arizona) represents, for WIA purposes, the Havasupai and Ft. Mojave Tribes.

# One-Stop Directory

## One-Stop Directory

Locations and contact people are listed below.

| APACHE COUNTY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Apache County Workforce Partnership<br/>1359 E. Main Street, Highway 60<br/>Los Arcos Plaza<br/>Springerville, AZ 85938<br/>(928) 333-4454</p>                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>Linda Nelson, Program Manager<br/>1359 E. Main Street, Highway 60<br/>Springerville, AZ 85938<br/>(928) 333-4454 / (928) 333-2903 Fax<br/><a href="mailto:lnelson@coapache.az.us">lnelson@coapache.az.us</a></p>                                                                                                               |
| COCHISE COUNTY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                   |
| <p>Cochise County Workforce Development<br/>1706 E. 10<sup>th</sup> Street<br/>Douglas, AZ 85607<br/>(520) 364-8906</p> <p>Arizona Department of Economic Security<br/>2981 E. Tacoma<br/>Sierra Vista, AZ 85635<br/>(520) 459-3206</p> <p>Sierra Vista One-Stop<br/>1843 Paseo San Luis<br/>Sierra Vista, AZ 85635<br/>(520) 458-9309</p> <p>Arizona Department of Economic Security<br/>277 W. 4<sup>th</sup> Street<br/>Benson, AZ 85602<br/>(520) 586-2513</p> <p>Arizona Department of Economic Security<br/>1140 F Avenue<br/>Douglas, AZ 85607<br/>(520) 364-4446</p> | <p>Vada Phelps, Executive Director<br/>Cochise County Workforce Development<br/>1843 Paseo San Luis<br/>Sierra Vista, AZ 85635<br/>(520) 458-9309 / (520) 417-9910 Fax<br/><a href="mailto:vp Phelps@CPTC-CAS.org">vp Phelps@CPTC-CAS.org</a><br/><a href="http://www.cochise.org/onestop">http://www.cochise.org/onestop</a></p> |
| COCONINO COUNTY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                   |
| <p>Arizona Department of Economic Security<br/>397 Mapais Lane, #9<br/>Flagstaff, AZ 86001<br/>(928) 779-4557</p> <p>Coconino Co. Career Center/Arizona Dept. of<br/>Economic Security<br/>337 N. Navajo<br/>P.O. Box 4269<br/>Page, AZ 86040<br/>(928) 645-3262</p>                                                                                                                                                                                                                                                                                                         | <p>Carol Curtis, Director<br/>110 E. Cherry Avenue<br/>Flagstaff, AZ 86001-4627<br/>(928) 522-7900 / (928) 522-7919 Fax<br/><a href="mailto:ccurtis@co.coconino.az.us">ccurtis@co.coconino.az.us</a><br/><a href="http://co.coconino.az.us/careercenter">http://co.coconino.az.us/careercenter</a></p>                            |

# One-Stop Directory

| GILA AND PINAL COUNTIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Gila County Division of Health &amp; Community Services<br/>5515 S. Apache Avenue<br/>Globe, AZ 85501<br/>(928) 425-7631</p> <p>Arizona Department of Economic Security<br/>605 South 7<sup>th</sup> Street<br/>Globe, AZ 855501<br/>(928) 425-3101</p> <p>Arizona Department of Economic Security<br/>112 E. Highway 260<br/>Payson, AZ 85541<br/>(928) 472-9339</p> <p>Central Arizona Association of Governments (CAAG)<br/>Eastern Arizona College<br/>6 Shooter Canyon, PO Box 912<br/>Globe, AZ 85502<br/>(928) 425-3181<br/>(928) 425-6450 Fax</p> | <p>Barbara Valencia, WIA Program Manager<br/>Gila County Div. of Health &amp; Community Services<br/>P.O. Box 2778<br/>Globe, AZ 85502<br/>(928) 425-7631 Ext. 8657 / (928) 425-9468 Fax<br/><a href="mailto:bvalencia@co.gila.az.us">bvalencia@co.gila.az.us</a><br/><a href="http://www.gilacountyaz.gov/wia">http://www.gilacountyaz.gov/wia</a></p> |
| GRAHAM COUNTY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                         |
| <p>WIA Title I Service Center<br/>826 W. Main Street<br/>Safford, AZ 85546<br/>(928) 428-7386</p> <p>Arizona Department of Economic Security<br/>1938 W. Thatcher Blvd.<br/>Safford, AZ 85546<br/>(928) 428-2911</p>                                                                                                                                                                                                                                                                                                                                         | <p>Neil Kames, Director<br/>Graham County Employment &amp; Training<br/>826 W. Main Street<br/>Safford, AZ 85546<br/>(928) 428-7386 / (928) 428-8074 Fax<br/><a href="mailto:Nkames@graham.az.gov">Nkames@graham.az.gov</a></p>                                                                                                                         |
| GREENLEE COUNTY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                         |
| <p>Greenlee One-Stop Resource Center<br/>Highway 191 and Wards Canyon Road<br/>Clifton, AZ 85533<br/>(928) 865-4151</p>                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>Evangelina Esquivel, Program Manager<br/>Greenlee Career Center<br/>Highway 191 and Wards Canyon Road<br/>P.O. Box 1537<br/>Clifton, AZ 85533<br/>(928) 865-4151 / (928) 865-3566 Fax<br/><a href="mailto:vesquive@aznex.net">vesquive@aznex.net</a><br/><a href="http://users.aznex.net/clifton_os">http://users.aznex.net/clifton_os</a></p>       |

# One-Stop Directory

| LA PAZ COUNTY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>La Paz Career Center<br/>1113 Kofa Avenue<br/>Parker, AZ 85344<br/>(928) 669-9812</p> <p>Arizona Department of Economic Security<br/>1032 Hopi Avenue<br/>Parker, AZ 85344<br/>(928) 669-6755</p>                                                                                                                                                                                                                                                                                                                                                                  | <p>Cheryl Burns, Director<br/>La Paz Career Center<br/>1113 Kofa Avenue<br/>Parker, AZ 85344<br/>(928) 669-9812 / (928) 669-6326 Fax<br/><a href="mailto:Cburns@co.la-paz.az.us">Cburns@co.la-paz.az.us</a></p> <p>OR</p> <p>Teny Foss<br/><a href="mailto:terfoss@hotmail.com">terfoss@hotmail.com</a></p>                                                                                                             |
| MARICOPA COUNTY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>Gilbert Career Center<br/>735 N. Gilbert Road, Suite 134<br/>Gilbert, AZ 85234<br/>(480) 497-0350</p> <p>Peoria Career Development Center<br/>9770 W. Peoria<br/>Peoria, AZ 85345<br/>(623) 934-3231<br/>(623) 931-6182</p> <p>Arizona Department of Economic Security<br/>163 N. Dobson Road<br/>Mesa, AZ 85201<br/>(480) 962-7678</p> <p>Avondale Career Development Center<br/>3000 N. Dysart Rd., Rm s. 120-129<br/>Avondale, AZ 85340<br/>(623) 535-2735</p> <p>Vista Del Camino Center<br/>7700 E. Roosevelt<br/>Scottsdale, AZ 85257<br/>(480) 312-2323</p> | <p>Susan Schmidt<br/>Adult &amp; Dislocated Worker Program Manager<br/>Maricopa County Human Services Dept.<br/>Workforce Development Division<br/>234 N. Central Avenue, Suite 3201<br/>Phoenix, AZ 85004<br/>(602) 506-0584 / (602) 506-8789 Fax<br/><a href="mailto:sschmidt@mail.maricopa.gov">sschmidt@mail.maricopa.gov</a><br/><a href="http://www.hsd.maricopa.gov/mwc">http://www.hsd.maricopa.gov/mwc</a></p> |
| MOHAVE COUNTY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p>Mohave County Community Development Center<br/>201 N. 4<sup>th</sup> Street<br/>Kingman, AZ 86401<br/>(928) 753-0723</p> <p>Community Development Center<br/>1355 Ramar Road, Suite 9<br/>Bullhead City, AZ 86442<br/>(928) 758-0702</p> <p>Arizona Department of Economic Security<br/>232 London Bridge Road<br/>Lake Havasu City, AZ 86403<br/>(928) 680-6005</p>                                                                                                                                                                                               | <p>Lynne Steiger<br/>One-Stop Program Representative<br/>201 N. 4<sup>th</sup> Street, P.O. Box 7000<br/>Kingman, AZ 86402-7000<br/>(928) 753-0723 / (928) 753-0776 Fax<br/>(928) 753-0726 TDD<br/><a href="mailto:lynne.steiger@comohave.az.us">lynne.steiger@comohave.az.us</a></p>                                                                                                                                   |

# One-Stop Directory

| MOHAVE COUNTY (Cont'd)                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Arizona Department of Economic Security<br/>2601 Highway 95<br/>Bullhead City, AZ 86442<br/>(928) 763-4154</p> <p>Arizona Department of Economic Security<br/>301 Pine Street<br/>Kingman, AZ 86401<br/>(928) 753-4333</p> <p>Community Development Center<br/>2001 College Drive<br/>Lake Havasu, AZ 86403<br/>(928) 453-0710</p> |                                                                                                                                                                                                                                                                                         |
| NAVAJO COUNTY                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                         |
| <p>Arizona Department of Economic Security<br/>2500 E. Cooley, Suite 410<br/>Show Low, AZ 85901<br/>(928) 532-4300</p> <p>Arizona Department of Economic Security<br/>319 E. Third Street, 335C<br/>Winslow, AZ 86047<br/>(928) 289-4644</p>                                                                                          | <p>Rondi Moore<br/>One-Stop Coordinator<br/>2500 E. Cooley, Suite 410<br/>Show Low, AZ 85901<br/>(928) 532-4313 / (928) 532-4367 Fax</p>                                                                                                                                                |
| NAVAJO NATION                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                         |
| <p>Navajo Department of Workforce Development<br/>P.O. Box 1889<br/>Window Rock AZ 86515<br/>(928) 871-7707 / (928) 871-7116 Fax</p>                                                                                                                                                                                                  | <p>Roslyn Shirley, Director<br/>Navajo Department of Workforce Development<br/>P.O. Box 1889<br/>Window Rock AZ 86515<br/>(928) 871-7707 / (928) 871-7116 Fax</p>                                                                                                                       |
| NINETEEN TRIBAL NATIONS                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                         |
| <p>Tribal One-Stop Service Center<br/>Fort Mojave<br/>1599 Plantation Road<br/>Mohave Valley, AZ 86440<br/>Mailing Address:<br/>PO Box 5896<br/>Mohave Valley, AZ 86446<br/>(928) 346-1787</p>                                                                                                                                        | <p>Collette Lewis<br/>One-Stop System Administrator<br/>1599 Plantation Road<br/>Mohave Valley, AZ 85440<br/>(928) 346-1787 / (928) 346-1123 Fax<br/><a href="mailto:fm_tos@fmojave.com">fm_tos@fmojave.com</a><br/><a href="http://www.anti1stop.org">http://www.anti1stop.org</a></p> |

# One-Stop Directory

| CITY OF PHOENIX                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Phoenix Workforce Connection North<br/>9801 N. 7<sup>th</sup> Street<br/>Phoenix, AZ 85020<br/>(602) 861-0208</p> <p>Phoenix Workforce Connection West<br/>3406 N. 51<sup>st</sup> Avenue<br/>Phoenix, AZ 85031<br/>(623) 247-3304</p> <p>Phoenix Workforce Connection South<br/>4732 S. Central Avenue<br/>Phoenix, AZ 85040<br/>(602) 534-4732</p>                                                                                                                                                                                              | <p>Stan Flowers<br/>City of Phoenix, Workforce Connection Division<br/>200 West Washington, 19<sup>th</sup> Floor<br/>Phoenix, AZ 85003-1611<br/>(602) 262-4036 / (602) 534-3915 Fax<br/><a href="mailto:Stan.Flowers@phoenix.gov">Stan.Flowers@phoenix.gov</a><br/><a href="mailto:Onestop.hsd@phoenix.gov">Onestop.hsd@phoenix.gov</a><br/><a href="http://www.phoenix.gov/onestop.html">http://www.phoenix.gov/onestop.html</a></p> |
| PIMA COUNTY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>One-Stop Career Center<br/>340 N. Commerce Park Loop,<br/>Tortolita Building<br/>Tucson, AZ 85745<br/>(520) 798-0500<br/>(520) 798-0599</p> <p>One-Stop Career Center<br/>825 E. Ft. Lowell<br/>Tucson, AZ 85719<br/>(520) 407-3600</p> <p>Jackson Employment Center<br/>300 E. 26<sup>th</sup> Street<br/>Tucson, AZ 85713<br/>(520) 882-5500</p> <p>Kinoteen Center<br/>2801 E. Ajway<br/>Tucson, AZ 85713<br/>(520) 740-4600</p> <p>Regional Re-employment Center<br/>667 N. 7<sup>th</sup> Avenue<br/>Tucson, AZ 85705<br/>(520) 629-0450</p> | <p>Celina Somosa<br/>One-Stop Coordinator<br/>340 N. Commerce Park Loop,<br/>Tortolita Building<br/>Tucson, AZ 85745<br/>(520) 798-0500 / (520) 798-0599 Fax<br/><a href="mailto:somosa@csd.pima.gov">somosa@csd.pima.gov</a><br/><a href="http://www.Pinaworks.com">http://www.Pinaworks.com</a></p>                                                                                                                                  |
| PINAL COUNTY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>Arizona Department of Economic Security<br/>401 North Marshall Street<br/>Casa Grande, AZ 85222<br/>(520) 426-3529</p> <p>Central Arizona Association of Governments<br/>(CAAG)<br/>414-B N. Marshall Street<br/>Casa Grande, AZ 85222<br/>(520) 836-1887</p>                                                                                                                                                                                                                                                                                     | <p>Barbara Valencia, WIB Program Manager<br/>Gila County Division of Health and Community<br/>Services<br/>P.O. Box 2778<br/>Globe, AZ 85502<br/>(928) 455-7631 x 8657 / (928) 425-9468 Fax<br/><a href="mailto:bvalencia@co.gila.az.us">bvalencia@co.gila.az.us</a><br/><a href="http://www.gilacountyaz.com">http://www.gilacountyaz.com</a></p>                                                                                     |

# One-Stop Directory

| PINAL COUNTY (Cont'd)                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Arizona Department of Economic Security<br/>1155 N. Arizona Blvd.<br/>Coolidge, AZ 85228<br/>(520) 723-5351</p> <p>Central Arizona Association of Governments<br/>(CAAG)<br/>230 Main Street<br/>Superior, AZ 85273<br/>(520) 689-9044</p> <p>DES/Job service/REPAC Associate One-Stop<br/>Center<br/>11518 E. Apache Trail, Suites 110 &amp; 111<br/>Apache Junction, AZ 85220<br/>(480) 986-1857</p>                                                                       |                                                                                                                                                                                                                                                                                  |
| SANTA CRUZ COUNTY                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                  |
| <p>Santa Cruz County Workforce Connection<br/>2935 N. Grand Avenue<br/>Nogales, AZ 85621<br/>(520) 375-7670</p> <p>Arizona Department of Economic Security<br/>480 N. Grand Avenue<br/>Nogales, AZ 85621<br/>(520) 287-4635</p> <p>Nogales One Stop<br/>21 E. Court Street<br/>Nogales, AZ 85621<br/>(520) 287-0111</p>                                                                                                                                                         | <p>Nils Uman, Director<br/>2935 N. Grand Avenue<br/>Nogales, AZ 85621<br/>(520) 375-7670 / (520) 281-1166 Fax<br/><a href="mailto:numan@co.santa-cruz.az.us">numan@co.santa-cruz.az.us</a><br/><a href="http://www.santacruzonestop.com">http://www.santacruzonestop.com</a></p> |
| YAVAPAI COUNTY                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                  |
| <p>Arizona Department of Economic Security -<br/>Cottonwood Center<br/>1500 E. Cherry Street, Suite F<br/>Cottonwood, AZ 86326<br/>(928) 634-3337</p> <p>NACOG Workforce Development Center -<br/>Prescott Center<br/>221 N. Marina, Suite 201<br/>Prescott, AZ 86301<br/>Mailing Address:<br/>PO Box 2451<br/>Prescott, AZ 86302<br/>(928) 778-1422</p> <p>Arizona Department of Economic Security<br/>8128 E. Highway 69<br/>Prescott Valley, AZ 86314<br/>(928) 445-5100</p> | <p>Teri Drew, Regional Director<br/>221 N. Marina, Suite 201<br/>Prescott, AZ 86301<br/>Mailing Address:<br/>PO Box 2451<br/>Prescott, AZ 86302<br/>(928) 778-1422 / (928) 778-1756 Fax<br/><a href="mailto:tdrew@cableone.net">tdrew@cableone.net</a></p>                       |

# One-Stop Directory

| YUMA COUNTY                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Career Resource Center<br/>           3826 W .16<sup>th</sup> Street<br/>           Yuma, AZ 85364<br/>           (928) 329-0990</p> <p>Arizona Department of Economic Security<br/>           210 S. 3<sup>rd</sup> Avenue<br/>           Yuma, AZ 85364<br/>           (928) 783-1221</p> <p>Satellite Center/Somerton Career Center<br/>           201 Bingham Avenue; Suite 19<br/>           Somerton, AZ 85350</p> | <p>Mercedes Domínguez<br/>           One-Stop System Administrator<br/>           3826 W .16<sup>th</sup> Street<br/>           Yuma, AZ 85364<br/>           (928) 329-0990 / (928) 783-1825 Fax<br/> <a href="mailto:m.dominguez@ypic.com">m.dominguez@ypic.com</a><br/> <a href="http://www.ypic.com/crc.htm">http://www.ypic.com/crc.htm</a></p> |

# Acknowledgements

## Acknowledgements

Special thanks to the following agencies for their many contributions to this report:

- Apache County Workforce Partnership
- City of Phoenix Employment and Training Administration
- Cochise County Workforce Development Center
- Coconino County Workforce Investment
- Gila/Pinal Counties Community Services
- Graham County Employment and Training Administration
- Greenlee County Career Center
- La Paz County Career Center
- Maricopa Workforce Connection
- Mohave County Community Development Center
- Navajo County Workforce Investment Board
- Pima County Community Services
- Santa Cruz County Workforce Development
- Yavapai County Workforce Development
- Yuma County Private Industry Council
- Nineteen Tribal Nations Workforce Investment Area
- Arizona Department of Economic Security, Employment Administration
- Arizona Department of Economic Security, Research Administration
- Arizona Department of Education, Career & Technical Education Division, Workforce Development Unit
- Arizona Department of Commerce, Workforce Development

For further information, contact:

Arizona Department of Economic Security  
Employment Administration - WIA Section  
1789 West Jefferson, Suite Code 920-Z  
Phoenix, AZ 85007  
(602) 542-3957  
[www.azdes.gov/wia](http://www.azdes.gov/wia)

Arizona Department of Commerce  
Office of Workforce Development  
Executive Tower, Suite 220  
1700 West Washington  
Phoenix, AZ 85007  
(602) 771-1100  
[www.azcommerce.com](http://www.azcommerce.com)

Arizona Department of Education  
Career & Technical Education Division  
Workforce Development Unit  
1535 West Jefferson  
Phoenix, AZ 85007  
(602) 542-5142  
[www.ade.az.gov](http://www.ade.az.gov)





DES Web Site - [www.azdes.gov](http://www.azdes.gov)

Call (602) 542-3957 for copies of this report

Equal Opportunity Employer Program

Under the American for Disabilities Act (ADA), the Department must make a reasonable accommodation to allow a person with a disability to take part in a program, service, or activity. For example, this means that if necessary, the Department must provide sign language interpreters for people who are deaf, a wheelchair accessible location, or enlarged print materials. It also means that the Department will take any other reasonable action that allows you to take part in and understand a program or activity, including making reasonable changes to an activity. If you believe that you will not be able to understand or take part in a program or activity, please let us know of your disability needs in advance if at all possible. This document is available in alternative formats by contacting: Office of Policy, Planning and Project Control at 602-542-2106.



©

PPP-1003ASRL (11-02)