



PATHWAY TO SUCCESSFUL EMPLOYMENT

**THE WORKFORCE INVESTMENT ACT TITLE IB
ANNUAL REPORT PROGRAM YEAR 2004
JULY 1, 2004 - JUNE 30, 2005**





STATE OF ARIZONA

OFFICE OF THE GOVERNOR

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GOVERNOR

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Arizona is focusing its workforce strategies on various pathways that ultimately lead to successful employment and supports a knowledge-based economy. This report showcases the success our state has experienced in creating a vibrant demand-driven workforce system.

Arizona's number one workforce customer is business. To meet growing business needs, workforce professionals are collaborating with partners in education, community organizations, government agencies, and business organizations to strategically grow, retain and attract a qualified workforce to support a diverse economy throughout the state. These successful collaborations occur at both the state and local levels.

Strengthening our educational and training system continues to be one of my top priorities in building a strong foundation for tomorrow's workforce. I have targeted discretionary funds for the high concentration of youth in poverty, women with multiple barriers to self-sufficiency, high school dropout prevention, apprenticeship training, nursing, master teachers and early childhood education. These funds provide additional resources to meet the critical needs in our current workforce, as well as, prepare for Arizona's future.

I congratulate both the Governor's Council on Workforce Policy and Local Workforce Investment Boards throughout the state for providing the leadership and vision to create these substantive changes in our workforce system. I look forward to continued success in the years ahead.

Yours very truly,

A handwritten signature in black ink that reads "Janet Napolitano". The signature is written in a cursive, flowing style. It is positioned above a horizontal line that spans the width of the signature.

Janet Napolitano
Governor



Jack Jewett – Chair
Tucson Medical Center

Hank Atha
Management Assistant Services

Elaine S. Babcock
Southwest Gas

David Berns
Arizona Department of Economic
Security

Bob Breault
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Craig Brown
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Gila River Indian Community

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Lisa Marie Lovallo
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Gary J. Marks
Prescott Valley Economic
Development Foundation

David Mendoza
AFSCME International

Sam Pepper
Sam Pepper Enterprises

Pam Ross
Honeywell

Deanna Salazar
Blue Cross Blue Shield

Steven Speer
BEW

Mary Vanis
Maricopa Community Colleges

Joan Warren
Central Arizona College

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

Governor's Council on Workforce Policy

October 1, 2005

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 Workforce Investment Act Title IB Annual Report for Program Year 2004.

The GCWP brings key players in workforce development including economic development, education, business and industry, and the public workforce system together to identify challenges facing Arizona and develop innovative solutions and strategies that leverage resources to effectively address those challenges.

Arizona's workforce system is complex and its needs diverse. What remains clear is that it must produce a workforce that can meet growing business demands for high-skilled labor, as well as expand and retain existing jobs in each community. In spite of severe funding reductions, Arizona continues to meet increased customer needs by maximizing and integrating resources. We are creating a quality workforce system that provides industries with a steady stream of talent to meet their needs. As the talent of our workforce grows, so will our ability to attract better jobs resulting in a better standard of living for all of Arizona.

Arizona's workforce system benefits both individuals and companies – individuals by giving them skills needed for a career, and companies by giving them the skilled workforce needed to be competitive in today's global economy. This report highlights the progress we have made throughout the state of Arizona in assisting families attain self-sufficiency and the prospect for a brighter future.

The GCWP embraces the vision of Governor Napolitano and appreciates her on-going commitment and leadership to ensure that Arizona has a transparent and seamless workforce delivery system. We would like to thank the team of state agencies and the Local Workforce Investment Boards for their continued dedication and collaboration in moving our workforce system along the pathway to success.

Sincerely,



Jack Jewett

Chair, Governor's Council on Workforce Policy





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Economic Environment

During Program Year (PY) 2004, Arizona's seasonally adjusted unemployment rate decreased from 5.0 percent in July 2004 to 4.4% in June 2005, averaging 4.7% for PY04. According to figures released for June 2005, 88,900 non-farm jobs were added over-the-year (OTY) for an annual gain of 4.0%, and demonstrated a steady increase of employment. In comparison to the rest of the nation in June 2005, Arizona's OTY non-farm employment growth was ranked second in the nation, just behind Nevada. The two major industries with most rapid growth for PY04 were construction and the educational/health services group.

Since June 2004, construction had an OTY increase of 21,700 jobs, for a gain of 11.4%. Strong recent growth, especially in residential construction, has resulted in local labor shortages in skilled construction trades. Rapid construction growth in the rest of the nation and other parts of the world has caused shortages of key ingredients such as lumber and cement. These shortages have caused rising prices and project completion delays.

Educational/health services added 14,100 jobs (+5.5%) since June 2004. Financial activities had an OTY increase of 4,400 jobs (+2.7%). Professional and business services had an OTY increase of 12,400 jobs (+3.7%). Within this industry, employment services were the sector with the largest and most rapid OTY gain, with an increase of 8,700 (+8.1%) jobs.

Trade, transportation and utilities added 20,100 jobs (+4.4%) since June 2004. Air transportation (-200 jobs) was the only sector not to show an OTY increase of jobs, primarily due to rising fuel prices and continued consolidation.

Leisure and hospitality gained 10,700 jobs (+4.5%) since June 2004. The sector with the most rapid gains was arts, entertainment and recreation, with an increase of 2,800 jobs (+9.2%). The public sector recorded an OTY increase of 6,800 jobs (+1.8%). Other services posted an increase of 900 jobs (+1.0%).

Natural resources and mining gained 1,100 jobs (+13.1%) because of the rising demand for metal ores such as copper. Growing demand for copper in China is causing it and other commodity prices (such as cement and lumber) to rise.

Manufacturing recorded an OTY loss of 900 jobs (-0.5%). However, durable goods manufacturing showed strength with an OTY gain of 200 jobs. Employment increases occurred in the durable goods sectors of fabricated metals (600 jobs) and aerospace products (600 jobs) while computer and electronic equipment had a loss (100 jobs). Non-durable goods had a loss of 1,100 jobs.

Information services continued to be weak, as the industry pared 2,400 jobs (-4.9%). The majority of these losses occurred in the telecommunications sector, which experienced a decrease of 2,000 jobs. In contrast to the rest of information services, the publishing sector reported a slight increase of 100 jobs.

The Department of Economic Security, Research Administration's short-term industry employment forecast 2005-06, released on April 7, 2005, projected job gains to be greatest in professional and business services, educational and health services, trade and construction.

Source: DES Research Administration; Arizona's Workforce Press Release April 7, 2005



Governor's Council on Workforce Policy (GCWP)

The Governor's Council on Workforce Policy (GCWP) is charged with implementing Governor Janet Napolitano's vision for a highly educated and skilled workforce for the 21st Century. The GCWP works to make that vision a reality by creating a coordinated and comprehensive approach to economic development, workforce development and education. The GCWP is responsible for overseeing 15 Local Workforce Investment Areas across the state, which makes up the Arizona One- Stop System, better known as Arizona Workforce Connection.

In April 2004, the Governor appointed Jack Jewett as Chair of the GCWP. Mr. Jewett is currently the Senior Vice President of Public Policy at Tucson Medical Center and has a distinguished public policy career having served 10 years in the Arizona House of Representatives. Mr. Jewett, as past-president and current member of the Arizona Board of Regents, provides a vast wealth of knowledge to the GCWP on higher education issues facing the state's workforce.

To further strengthen the workforce system, a strong GCWP committee structure has been created. Membership on these committees includes GCWP members, as well as other workforce, economic development and education leaders.

Economic Development Committee develops and recommends strategies to link state and local workforce development activities with economic development activities.

Technology Steering Committee provides input and oversight of the Virtual OneStop software system. All Local Workforce Investment Areas are now using the Virtual OneStop and the Labor Exchange Module, which was added in November 2004.

System Building and Performance Measurement Committee recommends improvements in the workforce development system by measuring system successes and local board effectiveness.

Education Committee develops and recommends strategies to link workforce development activities and the educational community, K-12 and postsecondary and works closely with the Governor's P-20 Council.

Arizona Apprenticeship Advisory Committee advises the GCWP and the Director of Commerce on matters relating to the effective administration of apprenticeship programs. Currently, the GCWP is working with the Arizona Department of Commerce to ensure Arizona has a qualified and skilled workforce to serve a growing construction industry, and an educational infrastructure to generate the required mix of skilled workers for these high paying jobs.

Arizona Workforce Marketing Taskforce coordinates statewide marketing and branding activities ensuring a coordinated approach to customer service.

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 (GCWP)

The GCWP continues to work on improving the workforce services of the Arizona Workforce Connection. A study was recently commissioned to help Arizona build an accountable and demand driven workforce system. In December 2004, the GCWP adopted the study recommendations and is moving forward to ensure Arizona's workforce programs meet the demands of the business community and strike a balance between easy access and comprehensive quality for those in the state looking for new career opportunities.

Understanding the power of regional partnerships, the GCWP offered training for all the Local Workforce Investment Boards across the state and held regional discussions on workforce initiatives. These trainings identified ways to reduce fragmentation of services and provided opportunities to form regional partnerships with the education and economic development communities. The intent of these trainings is to create regional workforce partnerships that offer services to the business community, enhancing Arizona's business community and attracting new business to the state. The GCWP believes these established regional partnerships create a stronger, more effective workforce system, which will benefit the entire state of Arizona.



Arizona State Capitol Dome

GCWP Membership

Hank Atha

President
Management Assistant
Services

Elaine S. Babcock

Human Resource Analyst
Southwest Gas

David Berns

Director
Arizona Department of
Economic Security

Bob Breault

Chairman of the Board
Breault Research

Craig Brown

Manager
Bank One
Mohave Valley

Tom Browning

President
Greater Phoenix Leadership

Ernest Calderon

Attorney
Calderon Law Offices

Victor Chavez

President
C&D Rent-All, Inc.

Donna Davis

Program Director
Jobs for Valley Youth
Communities in Schools of
Arizona

Bryan Detwiler

Executive Director
Old Town Mission

Anne Doris

Vice President/System
Manager
Southern AZ Division
Cox Communications

Milton D. Ericksen

Deputy Associate
Superintendent
State Director, Career &
Technical Education
Arizona Department of
Education

Terry Forthun

President
Arizona Federation of
Teachers

Urban Giff

Community Manager
Gila River Indian Community

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Senior Vice President of
Public Policy
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Owner
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Arizona Private School
Association

Lisa Marie Lovallo

Development Officer
University of Arizona

Gary J. Marks

Executive Director
Prescott Valley Economic
Development Foundation

David Mendoza

Political and Legislative
Director
Western Region
AFSCME International

Sam Pepper

President
Sam Pepper Enterprises

Pam Ross

Director Business
Partnerships and Org. Dev. &
Learning Logistics
Honeywell

Deanna Salazar

Vice President of
Human Resources
Blue Cross Blue Shield

Steven Speer

International Brotherhood of
Electrical Workers

Mary Vanis

Director
Center for Workforce
Development
Maricopa Community
Colleges

Joan Warren

Dean of Workforce &
Community Education
Aravaipa Campus
Central Arizona College

Janice Washington

President
J.C. Washington, C.P.A.



WIA Title IB Set Aside Funds

In Program Year 2004, funds were set aside for statewide activities as required under the Workforce Investment Act Title IB.

◆ **Eligible Training Provider List**

WIA requires states to establish policies and procedures for the selection of occupational training providers for use in a voucher system (Individual Training Accounts or ITAs) to fund training for adults and dislocated workers 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 monitors provider programs on site to determine if the programs merit continued certification. All eligible training providers and programs can be reviewed on the internet at www.ade.az.gov/arizonaheat.

◆ **High Concentrations of Eligible Youth**

Funds were distributed to LWIAs with high concentrations of youth. Local areas utilized these funds to supplement youth formula allocations or for special projects serving youth populations with specific barriers.

◆ **Incentive Funds**

Arizona provides incentive funds to Local Workforce Investment Areas (LWIAs) each year. Method I rewards exemplary performance in serving WIA participants for each LWIA that exceeds negotiated outcomes for performance measures. Method II rewards local areas that demonstrate outstanding regional or local collaboration and coordination. Incentive awards are based on a formula approved by the Governor's Council on Workforce Policy (GCWP).

◆ **State Administration**

The Arizona Department of Economic Security and the Arizona Department of Commerce use WIA 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. It provided a comprehensive set of tools so case managers and other staff could track service delivery for each WIA participant. These services include intake, eligibility determination, case management, on-line interagency referrals, required performance tracking and reports. Phase II of the IT system was implemented in November 2004 and provides labor exchange services to job seekers and businesses.

WIA Title IB Set Aside Funds

In Program Year 2004, in support of the Governor's vision for a highly educated and skilled workforce, the following funds were set aside for statewide activities. Funds were identified for investment in new initiatives that focused on the needs of youth, disadvantaged women and education.

◆ **Apprenticeship Program**

This program encourages, promotes and facilitates the participation of employers statewide in the development of apprenticeships. Registered apprenticeships throughout the state support the workforce system's efforts to build and sustain a quality workforce in Arizona.

◆ **Community & Youth Workforce Development Programs**

Community & Youth Workforce Development funding was allocated for programs to promote collaboration among youth organizations around Arizona. Funds under this initiative are used to administer the Arizona Statewide Youth Development Task Force, as well as grant community-based agencies and LWIBs funding for educational opportunities that benefit Arizona's youth.

◆ **Early Education Scholarships**

Scholarships will provide students in rural community colleges an opportunity to receive their Child Development Associate (CDA) certificate. An individual with a CDA is able to meet the developmental needs of children in the areas of language, social, emotional, physical and cognitive growth. In Arizona, a person with the CDA may work as a preschool teacher. In addition to being a solid first step in professional development, the CDA can become the first step for someone who desires a career in early childhood education.

◆ **High Technology Education**

This program focuses on developing cross-training programs with Aerospace/Defense and Semiconductor industries. Training is designed to address industry specific differences that ensure a smooth transition of talent to fill workforce gaps between varying industries.

◆ **Labor Market Information Outreach**

This activity allows the GCWP and Arizona Department of Commerce to coordinate and implement an outreach activity using focus groups to emphasize Labor Market Information access and provide targeted training. This enables LWIBs, job seekers, educators, economic developers and business leaders throughout the state to make informed decisions.

◆ **Master Teacher Program**

This program provides impoverished school districts resources to train and retain quality teachers to improve instructional effectiveness and student achievement. Funds are utilized for professional development of new and mid-career teachers seeking additional education or national board certification. It affords districts the opportunity to identify and utilize experienced, exceptional teachers as mentors.

WIA Title IB Set Aside Funds

◆ **Nursing Programs**

This initiative was created to expand the registered nursing education programs in Arizona's public, post-secondary educational institutions. It is well recognized that a nursing shortage exists both nationally and in Arizona. The nursing shortage is expected to become more acute as nurses leave the workforce and the demand for nurses increases. Nursing programs throughout the state are being supported under the auspices of the Arizona Board of Regents (universities) and community colleges to provide nursing training for underserved areas and populations.

◆ **Post-Secondary Preparedness Program**

These funds are being utilized for collaborative efforts between state agencies, the GCWP, Governors Council on Information Technology, Arizona Business and Education Coalition, community colleges and university system to identify the skills necessary to achieve success beyond high school in high-growth industries. This is being accomplished through a combination of discussion with industry leaders throughout Arizona and research data in such areas as construction and bioscience. The goal is to continue Arizona's efforts to align academic standards in high school with the knowledge and skills required for college and workplace success.

◆ **Women's Workforce Development Program**

Some of Arizona's poorest citizens are single women with children who are not earning a livable wage. The Women's Workforce Development Program was initiated to improve the standard of living for women who experience a multitude of barriers to self-sufficiency and are at high risk of homelessness. These women are most vulnerable due to life circumstances including domestic violence, substance abuse, disability, divorce, or involvement with the criminal justice system. It is 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.

◆ **Youth Works Arizona Grant Program**

This grant funds programs that focus on high school diploma or G.E.D. attainment, preparation for post-secondary education or advanced training, and placement in employment opportunities. The Youth Works Arizona Grant Program is targeted to youth ages 14 to 21 who have dropped out of school.

Successful Programs At-A-Glance

The following charts show all state-level performance measures were exceeded.

Adult	Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	74.00%	76.36%
Employment Retention Rate	82.00%	85.13%
Earnings Change in Six Months	\$2,433	\$4,648
Employment and Credential Rate	55.00%	64.97%

Dislocated Worker	Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	82.00%	85.64%
Employment Retention Rate	88.00%	92.44%
Earnings Replacement Rate in 6 Mo.	92.00%	148.34%
Employment and Credential Rate	56.00%	71.26%

Older Youth	Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	68.00%	69.92%
Employment Retention Rate	79.00%	81.13%
Earnings Change in Six Months	\$2,500	\$4,514
Credential Rate	42.00%	50.40%

Younger Youth	Negotiated Performance Level	Actual Performance Level
Skill Attainment Rate	75.00%	85.93%
Diploma or equivalent Attainment Rate	52.00%	61.40%
Retention Rate	54.00%	61.08%

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 U.S. Department of Labor.

Cost Effectiveness

The following tables show the participation level, cost of program activities, and the cost efficiency analysis for adults, dislocated workers, older and younger youth.

Participation Level

	Total Participants Served	Total Exiters
Adults	6,519	3,490
Dislocated Worker	2,734	1,660
Older Youth	1,034	520
Younger Youth	3,691	1,657

Cost of Program Activities – PY2004

Program Activity		Total Federal Spending
Local Adults		\$15,455,149
Local Dislocated Workers		\$8,185,034
Local Youth		\$11,684,257
Rapid Response (up to 25%) §134 (a) (2) (A)		\$2,915,527
Statewide Required Activities (up to 15%) §134 (a) (2) (B)		\$4,617,930
Statewide Allowable Activities §134 (a) (3)	Apprenticeships	\$70,000
	Jobs	\$2,000,000
	Training for Local Areas	\$170,000
	Labor Market Information	\$180,000
	Early Childhood Educators Scholarships	\$433,000
	High Tech Program	\$250,000
	Master Teacher Program	\$450,000
	Post Secondary Education	\$150,000
	Youth Programs	\$301,000
	Women's Programs	\$450,000
	Dropout Prevention	\$184,900
Total of All Federal Spending Listed Above		\$47,496,797

Program	Cost per Participant
Dislocated Worker Program	\$2,994
Adult Program	\$2,371
Youth Program	\$2,473

Beyond Mandated Performance Indicators

The Governor's Council on Workforce Policy's (GCWP), through its System Building & Performance Measurement Committee, has been actively pursuing the establishment of tools and goals that go beyond the performance indicators required by WIA legislation and the new common measures, to better evaluate the One-Stop system throughout the state. Arizona's workforce community has voiced concerns that the mandated measures currently applicable to U.S. Department of Labor programs do not give a true reflection of the cost effectiveness or return on investment that the system provides. Because of this deficiency, LWIAs have established additional reports to capture local data as part of their oversight of One-Stop operations.



For example, they may track workforce services such as:

- Orientation to the One-Stop system and its partner programs
- Use of Resource Rooms (including developing resumes, job search activities in local newspapers and on-line, information on eligible training providers, etc.)
- Eligibility determinations for WIA Title IB and partner programs
- Assessments (basic skills, career interest inventories, personality profiles, etc.)
- Referrals to other partner and community services
- Transportation vouchers and bus tokens
- Case management by staff
- Veterans program services
- Unemployment Insurance information and assistance
- Referrals to job orders
- Supportive services
- Workshops (interviewing techniques, career exploration, etc.)
- Employer on-site visits to inform of One-Stop services available to business
- Job orders
- Job Fairs

Data submitted by LWIAs from July 1, 2004 until June 30, 2005, indicates that 526,736 services were provided throughout local communities in the One-Stop system.

In a report to the GCWP's System Building & Performance Management Committee, Maricopa Workforce Connection (MWC) compiled data showing it served 7700 employers by providing 11,608 services during this same time period. MWC estimates that funds added to county revenues totaled \$36,895,177. Estimated savings to employers amounted to \$2,600,000. This return on investment shows business and government partners the cost effectiveness of utilizing the One-Stop system. This is data from only one of Arizona's fifteen (15) LWIAs, and reflects the impact the system is making in local communities.

Each LWIA tracks different services or data, some electronically and others manually. The Arizona Virtual OneStop (VOS) system provides much of the needed data to track services provided through WIA programs. An additional challenge, however, is obtaining information from the myriad of partner programs on the services they provide throughout the system but that are not captured in VOS. Developing a common methodology ensures that consistent data is being provided for evaluation. By capturing the true impact of One-Stop services, this vital information will be available for use by economic developers and workforce professionals statewide.

Programs Serving Adults

WIA Title IB Adult Programs serve 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 (a.k.a. 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, veterans 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 all state-level adult measures were exceeded.*

	Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	74.00%	76.36%
Employment Retention Rate	82.00%	85.13%
Earnings Change in Six Months	\$2,433	\$4,648
Employment and Credential Rate	55.00%	64.97%

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

Adult Success Stories

Warren was referred to the Maricopa Workforce Connections from the DES Jobs Program. Warren is a single father of a 9 year old boy, who had worked in pool repair for most of his life. He was unable to sustain himself with this employment and was referred to us for training assistance.

Warren researched his training options and decided to attend Southwest Truck Driving School. He successfully completed the course, with some of the highest grades in his class, and was pre hired by Werner Enterprises. He then completed a four to six week over the road internship.

Maricopa Workforce Connections utilized supportive services to assist him with his rent payment when he was in training. Warren arranged for his family to help with childcare while he was on the road completing his internship. This summer he will be taking his son "on the road" to see the U.S.A. He also is considering the option of eventually obtaining a local job.

The DES Jobs Program and the Maricopa Workforce Connections successfully partnered to help Warren obtain training and employment.

Mary had a 4 month old baby when she came to the Pima County One-Stop seeking help. Having been incarcerated and on a work release program, she was very anxious and determined to improve herself. She was a certified Dental Assistant and needed job leads and supportive services such as uniforms, to obtain employment.

Mary fully participated in the program, attending various workshops and appointments with her caseworker. Mary was always on time even though she was on work release and rode the bus. Pima County One-Stop assisted in her job search and with clothing. She is now self-sufficient working full-time earning \$13.00 per hour as a dental assistant.



Adult Success Stories

Yvette enrolled in the WIA program in 2004. Prior to enrollment Yvette had been released from Arizona State Prison where she served over 5 years. Yvette wanted to change her life but did not know how. The only employment she could find were minimum wage positions that did not support her and her family. She registered with the WIA program requesting assistance with education and employment. Yvette decided to enroll in WIA's clerical training program at Northland Pioneer College (NPC) where she received her certificate of proficiency.

She went to class from 8 am until 12 noon. After class she attended an internship sponsored by WIA and NPC. Her internship worksite was at the Winslow Guidance Association. During the 5 month training program, Yvette demonstrated outstanding skills in the clerical field. She worked independently and needed little supervision. After her internship, Yvette was offered a part-time clerical position, which has lead to full-time employment at the center. One of Yvette's job responsibilities is assisting in grant writing. She has overcome her barriers through hard work and determination, and is now economically self-sufficient.

Linda co-enrolled in the Gila/Pinal WIA/TANF Project through Central Arizona Association of Governments. She was enrolled and received training at Casa Grande Regional Medical Center. The training consisted of 11 weeks of on-site training and 4 weeks of work experience. During the 11 weeks of training Linda attended a Life Skills Workshops for 8 hours each week to learn the skills necessary to cope with the everyday concerns of managing a job as well as family responsibilities. These workshops were of particular benefit to Linda due to the multiple barriers she faced including transportation issues, not having a driver's license, lack of work experience, legal problems and low self esteem.

After intensive one-on-one case management, Linda was able to complete her training and overcome all of her barriers prior to beginning full-time employment with Casa Grande Regional Medical Center as a Patient Financial Counselor. The worksite training as well as the workshops prepared Linda for employment and the challenges in her personal life. Linda is a single mother who also has custody of her grandchildren. Linda says she loves her job and enjoys working.

Merry was enrolled in WIA in December 2004. She and her three children were homeless after being asked to leave the trailer in which they were living. After enrollment, she attended and completed the Mohave Community College Gaming Course and became employed at Avi Casino. Merry and her children have moved into a new apartment. She now nets \$2,777 per month. She is saving to purchase a car, as she currently walks to work or gets rides from friends. At the time of enrollment, Merry received \$418 TANF and \$499 Food Stamps per month. She now does not receive any public assistance, saving the state \$917 monthly.

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, and displaced homemakers. 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 WIA 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 all state-level Dislocated Worker measures were exceeded.*

	Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	82.00%	85.64%
Employment Retention Rate	88.00%	92.44%
Earnings Replacement Rate in 6 Mo.	92.00%	148.34%
Employment and Credential Rate	56.00%	71.26%

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

Dislocated Worker Success Stories

In July 2004, Carol was laid off from her job as a forestry worker for the Department of the Interior in Peach Springs. After registering with the Kingman Job Service office, she was referred to the local Re-Employment and Pre-Layoff Center (REPAC) Consortium Dislocated Workers training specialist.

Carol decided she wanted to relocate to Kingman and work in law enforcement. REPAC assisted her with job referrals and gas vouchers. She was subsequently hired by Management Training Corp (MTC) as a correctional officer at the Kingman prison. REPAC helped again with gas vouchers while Carol went through her training program. REPAC also reimbursed Carol for her moving expenses and first month's rent at her new home in Kingman.

After 22 years of employment, Brad was laid off from a copper mine. Brad enrolled into the REPAC Consortium Dislocated Worker Program in Gila County, Arizona.

He knew right away that he wanted to attend school and obtain his degree in Secondary Education. REPAC assisted him in his schooling at Prescott College, Tucson Campus. After obtaining his degree, he was immediately hired at the San Carlos Apache Tribal School District. He enjoys teaching children and coaching sports. He was recently offered a contract for the new school year and was accepted into the Graduate Program at Northern Arizona University.

Patricia is a bilingual 45 year old single mother who had not been employed in 30 years. Patricia lacked her GED and/or high school diploma. She enrolled in May 2004 and was placed in the WIA GED Plus program. This training program included four hours of classroom instruction and four hours per day of work experience. She was assigned to the Department of Economic Security Family Assistance Administration as a file clerk.

In September, Patricia had the opportunity to apply for a position with the Family Assistance Administration as a file clerk. She was hired for a permanent, full-time position including benefits at \$8.47 per hour because of her WIA work experience and Spanish speaking skills. Patricia reports she is thankful for her WIA experience. It boosted her self confidence, self esteem and it has made her "feel like somebody."

Programs Serving Youth

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 or out of school, can acquire skills, establish careers and educational goals, and benefit from peer-centered activities, to encourage responsibility and other positive social behaviors. Individualized assessments allow youth the opportunity 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 all older youth performance measures. *

Ages 19 to 21	Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	68.00%	69.92%
Employment Retention Rate	79.00%	81.13%
Earnings Change in Six Months	\$2,500	\$4,514
Credential Rate	42.00%	50.40%

Younger Youth Results At-a-Glance. The chart indicates that the state exceeded all younger youth performance measures.

Ages 14 to 18	Negotiated Performance Level	Actual Performance Level
Skill Attainment Rate	75.00%	85.93%
Diploma or equivalent Attainment Rate	52.00%	61.40%
Retention Rate	54.00%	61.08%

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

Youth Success Stories

Coconino Youth Council Teen Job Fair

The Coconino County Youth Workforce Council sponsored a Teen Summer Job Fair on May 25, 2005 that was attended by over 300 teens and their parents. Attendees were able to apply for jobs and volunteer opportunities, investigate military careers, and learn about training options offered by Job Corps, Americorps and Workforce Investment Act programs. The Fair also featured a table staffed by Americorps members that helped teens complete applications, and learn techniques for effective interviews, applications, job search and resumes.

What sets this event apart was that it was planned by teens for teens, with the support of the Youth Workforce Council. This is an example of adult mentoring at its best – helping youth develop leadership skills by planning and organizing a successful community event to benefit their peers.

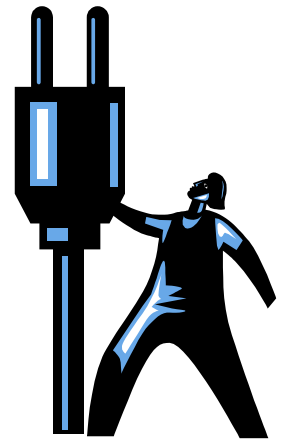
Teens were involved in designating a site, deciding the best time and date, contacting employers to attend, staffing the entry table, designing tee shirts for event staff, and a massive publicity campaign that included TV, newspaper articles, cold calls, radio, and flyers at schools and other teen hangouts. Adults on the Youth Council learned much from their experience of letting teens lead. It was quickly acknowledged that the teens were full of great ideas, meetings were more fun, and ended sooner when the teens were in charge. This will become an annual event for the Council. Developing the leaders of the future can start with a simple event such as a Job Fair.



Youth Success Stories

Youth Personal Achievement

Robert came to the WIA program for assistance in obtaining his GED. He was expelled from a local charter school and did not have many options for obtaining his high school education. Robert had friends that strongly influenced his decision-making and he would find himself in precarious situations. He continued to attend class, and report to his case manager on a weekly basis. Robert expressed interest in enrolling into Job Corps after earning his GED. Robert worked very hard to achieve his goals, especially when his social influences would try to sway him not to attend class. Robert earned his GED in January 2005. Currently he is enrolled at Tucson Job Corps in a two year training program to be an electrician. He is the first person in his family to attend vocational training. He loves Job Corps and cannot wait to finish his program and start earning wages doing something he loves.



Tasha enrolled in the Salt River-Pima Maricopa Indian Community WIA Youth Program in 2001. She participated in various work experiences throughout her four years in the Youth Program. She developed an interest in photography and journalism and was placed in work experience at the Au Authum Action News newspaper. Upon completing high school in May 2002 and obtaining her diploma, Tasha entered Collins College. She received her AA degree in Visual Communications in February 2004. Still unsure of her plans, she decided she wanted to gain more work experience, and possibly continue with school to obtain her Bachelor's degree.

An employment plan was developed for her to gain work experience through an Internship program at the Au Authum Action Newspaper Department. Tasha completed an internship work experience and was hired as a newspaper assistant at an hourly rate of \$13.06. She is currently still employed with the Salt River Au Authum Action Newspaper and was recently promoted to a news reporter at an hourly rate of \$15.93.



While participating in the WIA Youth Program, Tasha received assistance in purchasing clothing and eye glasses. In addition, she received stipends that allowed her to attend life skill training classes, a conference, and enroll in an NAU online course. She is a great role model for the community and her younger siblings. She has shown great determination and success in completing the goals she set for herself and continues to strive for more. She is an excellent example of a WIA youth participant.

Strategic Partnership/Collaborations



Recent studies regarding the status of One-Stop integration in Arizona underscore the importance of collaboration in transcending both fiscal and administrative barriers for the benefit of One-Stop customers overall. The following are examples of creative collaborations as well as coordination efforts among LWIBs, business, education, state/local agencies, national/community based organizations, elected officials, private citizens and One-Stop partners throughout the state. The result is a re-orientation of programs toward innovative, long-term plans to broaden the One-Stop customer base and enhance service delivery in Arizona.



The Construction Grade Checker Initiative in Pima County is a career-ladder training program for entry-level laborers to become qualified Grade Checkers. Local construction business leaders identified a shortage of workers in skilled positions and contacted Pima County One-Stop staff for assistance. One-Stop staff and the City of Tucson Office of Economic Development worked with U.S. Department of Labor Apprenticeship Program and Arizona Department of Commerce to establish a registered apprenticeship program. Additional state job training funding was secured to ensure the long-term sustainability of this initiative. This grant is the first to be awarded to a consortium of companies under state legislation passed in 2004. Collaboration occurred between the Tucson Utility Contractors' Association, Empire Machinery, Desert Glen Inc., Borderland Construction Company, Dar-Hill Construction, Hunter Contracting Company, KE&G Development, the City of Tucson Office of Economic Development, and the Pima County LWIB.



Apache and Navajo County Workforce Programs developed successful GED Plus Programs incorporating GED and Pre-Employment Training. These 8 week programs required the coordination of curriculum, which were acceptable to the charter school to earn credit for high school diplomas as well as adult basic education studies. A teaching plan was developed to satisfy adult and youth criteria for comprehensive GED study in a condensed class schedule. Collaboration occurred between Northland Pioneer College, DES Jobs Program, NAU Educational Opportunities Centers, Apache County Probation, and Apache County WIA.

- Apache County achieved a 100% completion rate, 60% GED rate, and 80% placement rate.
- Navajo County achieved a 62.5% completion rate, 62.5% diploma and GED rate, and 62.5% placement rate.

Strategic Partnership/Collaborations

Yavapai County developed and implemented a new West Yavapai One-Stop to serve residents with employment and training services. Prior to implementation, customers were required to visit several different locations in order to access all One-Stop programs. Collaboration occurred between the County Board of Supervisors, private sector representatives on the LWIB, Yavapai College, Housing & Urban Development, Community Development Block Grant Programs, Northern Arizona Council of Governments, and the Department of Economic Security Employment Administration. The collaborative efforts of the partners proved to be time well spent resulting in year-to-date numbers documenting more than 49,900 workforce services to residents in this part of the county.



The Yuma Youthbuild Program consists of the Yuma Private Industry Council, Inc. (YPIC), the City of Yuma, Yuma Neighborhood Development Organization (YNDO), Arizona Western College (AWC), Yuma County Juvenile Court and local businesses working together in the Carver Park Neighborhood Revitalization Area. The program enables 30 out-of-school youth to earn a high school diploma or equivalent and gain employment. Education, job training, employability/life skills training, and job placement assistance are provided to participating youth. During the course of the 30 month program, youth participate in several projects to provide low-income families in Yuma affordable housing. They are building a residence, a condominium and will rehabilitate another home. YPIC provides staff, construction training and stipends/incentives for students. The City of Yuma coordinates building permits, water/sewer capacity fees, architectural/engineering drawings for building projects, and technical assistance. YNDO provided properties for the building projects and material costs. AWC delivers basic education, GED preparation, and leadership development. Yuma County Juvenile Court offers support to their participants. Over twenty private sector businesses donated building supplies, materials, training, and technical assistance to the program.



Maricopa County's Las Artes Art Project served youth ages 16 through 21 for up to 32 weeks by integrating work and learning in the course of community art projects. Program components emphasize competency attainment in pre-employment/work maturity skills, basic education, and job specific skills. Collaboration occurred between the National Endowment for the Arts, U.S. Department of Education, Arizona Call-A-Teen Youth Resources, Goodwill Industries of Central Arizona, Maricopa Board of Supervisors, Workforce Connections and Youth Council, Arizona Department of Corrections Juvenile Division, Maricopa County Sheriff's Department, local employers and school staff.



Strategic Partnership/Collaborations

The **Gila/Pinal PRIDE Program** received a grant from the State of Arizona to train individuals interested in a medical career. All participants are co-enrolled in the Jobs and WIA Programs. Participants receive support services and intensive case management during their training to ensure their success. Funds were allocated to Central Arizona Association of Governments to provide WIA services to eligible participants.

The PRIDE (Participants Recognizing Independence through Determination and Employment) Program has proven to be a great success due to the involvement of public/private partnerships. Partners in the project are Casa Grande Regional Medical Center (CGRMC), DES Jobs Program, Gila-Pinal Workforce Investment Board and the CAAG/WIA Department.

Participants received 11 weeks of training at CGRMC and four weeks of paid work experience at the completion of their training. On-the-job training of participants began in December 2004 with the following results:

- In February 2005 the first group had a 75% completion rate.
- In June 2005 the second group had a 67% completion rate.
- In August 2005 the third group had a 75% completion rate.



A graduation ceremony was held for each class to commemorate the occasion honoring graduates and partners. Each ceremony had several local dignitaries attending as well as several state representatives from the Arizona Department of Economic Security.

Graduates received full-time employment offers from CGRMC. Due to the program's success, PRIDE is currently expanding into the Globe-Miami, Payson, and Apache Junction areas.

Evaluation of Workforce Investment Activities

Identifying successes as well as areas for improvement of the WIA Title IB program operations is vital at the state and local levels. In PY04, three in-depth evaluations of the workforce system in Arizona were commissioned with WIA funds to examine the following operational issues:

-  *Building a Cohesive Workforce Investment System in Arizona* by The Widing Group studied Arizona's current One-Stop system integration. In PY04, the GCWP looked at methods to enhance and support integration of Arizona's One-Stop Centers. As a result of The Widing Group evaluation of the existing system, the State Interagency Team generated an analysis of program integration issues that became the foundation of the Strategic Plan for the State of Arizona.
-  A report on the Arizona construction trades by ACCRA -The Council for Community and Economic Research, examined Arizona construction trades industry that builds homes, commercial buildings, roads, schools, and other facilities needed for Arizona residents. The study detailed the current status of the industry, its workforce, and its ability to prepare skilled workers to meet existing and future needs. This evaluation was conducted in response to concerns from state leaders about the shortage of skilled construction workers and the impact this deficiency was having on the industry's ability to meet the growing residential and commercial construction demand. Using this analysis, industry leaders have joined with state agencies to develop the next phase in building this sector's workforce.
-  An analysis was conducted by Public Works, LLC., of Arizona's Rapid Response system. This element of the Workforce Investment Act offers help to businesses and workers going through or in danger of a layoff. In Arizona, Rapid Response is accomplished by LWIAs with support and guidance provided by the State. This system allows local areas to best meet the needs of businesses and workers in each unique locale. Ongoing discussions of the issues raised by this evaluation will result in improved Rapid Response services to Arizona workers and employers.

Through these and other research processes, Arizona will continue to increase accountability and commitment to system integration for the benefit of workforce system stakeholders.

Performance Tables

Performance Tables

Table A: 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%	88.90%	503	617	531	94.7%
Employers	71.00%	77.8%	1004	1713	1399	71.8%

Table B: Adult Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	74.00%	76.36%	1,964 2,572
Employment Retention Rate	82.00%	85.13%	2,044 2,401
Earnings Change in Six Months	\$2,433	\$4,648	\$9,961,308 2,143
Employment and Credential Rate	55.00%	64.97%	740 1,139

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	68.73%	189 275	78.32%	112 143	65.38%	68 104	71.76%	122 170
Employment Retention Rate	82.67%	186 225	86.14%	143 166	85.00%	85 100	86.45%	134 155
Earnings Change in Six Months	\$4,242	\$856,915 202	\$5,124	\$773,796 151	\$5,302	\$493,108 93	\$3,788	\$522,692 138
Employment And Credential Rate	51.32%	78 152	73.24%	52 71	58.14%	25 43	56.36%	31 55

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	77.99%	691	75.50%	1,273
		886		1,686
Employment Retention Rate	88.48%	799	83.11%	1,245
		903		1,498
Earnings Change in Six Months	\$5,971	\$4,692,987	\$3,882	\$5,268,321
		786		1,357

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

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	82.00%	85.64%	1,783
			2,082
Employment Retention Rate	88.00%	92.44%	1,896
			2,051
Earnings Replacement Rate in 6 Mo.	92.00%	148.34%	\$23,365,912
			\$15,751,897
Employment and Credential Rate	56.00%	71.26%	724
			1,016

Table F: Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	87.15%	217	83.02%	44	80.12%	270	89.09%	49
		249		53		337		55
Employment Retention Rate	90.40%	226	84.91%	45	93.71%	268	85.71%	42
		250		53		286		49
Earnings Replacement Rate in 6 Mo.	142.58%	\$2,681,583	214.38%	\$427,503	120.23%	\$3,051,142	252.11%	\$292,007
		\$1,880,802		\$199,416		\$2,537,754		\$115,825
Employment And Credential Rate	76.26%	106	76.67%	23	69.18%	101	67.86%	19
		139		30		146		28

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	87.20%	886	84.15%	897
		1,016		1,066
Employment Retention Rate	93.07%	900	91.88%	996
		967		1,084
Earnings Replacement Rate in 6 Mo.	203.08%	\$11,192,353	118.88%	\$12,173,559
		\$5,511,421		\$10,240,476

Table H: Older Youth Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	68.00%	69.92%	272
			389
Employment Retention Rate	79.00%	81.13%	301
			371
Earnings Change in Six Months	\$2,500	\$4,514	\$1,439,942
			319
Credential Rate	42.00%	50.40%	249
			494

Performance Tables

Table I: Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	68.12%	47	100.00%	1	65.00%	13	69.51%	228
		69		1		20		328
Employment Retention Rate	72.00%	36	50.00%	2	75.00%	21	81.03%	252
		50		4		28		311
Earnings Change in Six Months	\$3,740	\$153,351	\$1,183	\$3,549	\$3,248	\$77,954	\$4,371	\$1,162,810
		41		3		24		266
Employment And Credential Rate	54.05%	40	50.00%	1	50.00%	13	48.80%	204
		74		2		26		418

Table J: Younger Youth Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	75.00%	85.93%	2,681
			3120
Diploma or Equivalent Attainment Rate	52.00%	61.40%	501
			816
Retention Rate	54.00%	61.08%	645
			1,056

Table K: Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	84.11%	524	88.06%	332	75.88%	563
		623		377		742
Diploma or Equivalent Attainment Rate	56.58%	86	65.31%	64	38.68%	111
		152		98		287
Retention Rate	51.85%	70	59.02%	121	66.85%	246
		135		205		368

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	
Adults	77.16%	2,101	\$5,645	\$13,640,841	7.54%	148	\$4,229	\$7,637,317	69.25%	322
		2,723		2,410		1964		1,806		465
Dislocated Workers	86.04%	1,948	257.12%	\$25,561,211	6.79%	121	\$6,520	\$10,719,235	65.71%	412
		2,264		\$9,941,542		1783		1,644		627
Older Youth	74.35%	284	\$4,654	\$1,456,795	6.62%	18	\$2,942	\$714,896		
		382		313		272		243		

Performance Tables

Table M: Participation Level

	Total Participants Served	Total Exiters
Adults	6,519	3,490
Dislocated Worker	2,734	1,660
Older Youth	1,034	520
Younger Youth	3,691	1,657

Table N: Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		\$15,455,149
Local Dislocated Workers		\$8,185,034
Local Youth		\$11,684,257
Rapid Response (up to 25%) §134 (a) (2) (A)		\$2,915,527
Statewide Required Activities (up to 15%) §134 (a) (2) (B)		\$4,617,930
Statewide Allowable Activities §134 (a) (3)	Apprenticeships	\$70,000
	Jobs	\$2,000,000
	Training for Local Areas	\$170,000
	Labor Market Information	\$180,000
	Early Childhood Educators Scholarships	\$433,000
	High Tech Program	\$250,000
	Master Teacher Program	\$450,000
	Post Secondary Education	\$150,000
	Youth Programs	\$301,000
	Women's Programs	\$450,000
	Dropout Prevention	\$184,900
Total of All Federal Spending Listed Above		\$47,496,797

Performance Tables

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

Local Area Name APACHE COUNTY	Total Participants Served	Adults	11	
		Dislocated Workers	See REPAC Table O	
		Older Youth	2	
		Younger Youth	9	
ETA Assigned # <u>4060</u>	Total Exiters	Adults	8	
		Dislocated Workers	See REPAC Table O	
		Older Youth	1	
		Younger Youth	11	
		Negotiated Performance Level		Actual Performance Level
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	60%		60.0%
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	55%		100.0%
Retention Rate	Adults	75%		100.0%
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	55%		100.0%
	Younger Youth	53%		80.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,087		-\$4,090
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	\$2,536		\$0.00
Credential/Diploma Rate	Adults	44%		50.0%
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	42%		50.0%
	Younger Youth	44%		100.0%
Skill Attainment Rate	Younger Youth	66%		84.6%
Other State Indicators of Performance		N/A		N/A
Overall Status of Local Performance		Not Met	Met	Exceed
		2	1	8

* 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, Nineteen Tribal Nations (NTN) 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 COCHISE COUNTY	Total Participants Served	Adults	231
		Dislocated Workers	32
		Older Youth	69
		Younger Youth	156
ETA Assigned # 4005	Total Exiters	Adults	77
		Dislocated Workers	14
		Older Youth	17
		Younger Youth	37
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	See Table A	
	Employers		
Entered Employment Rate	Adults	70%	71.9%
	Dislocated Workers	85%	90.5%
	Older Youth	69%	100.0%
Retention Rate	Adults	82%	90.0%
	Dislocated Workers	90%	95.2%
	Older Youth	82%	75.0%
	Younger Youth	56%	64.3%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,197	\$8,265
	Dislocated Workers	97%	856.0%
	Older Youth	\$2,756	\$4,909
Credential/Diploma Rate	Adults	50%	49.2%
	Dislocated Workers	50%	75.0%
	Older Youth	42%	40.0%
	Younger Youth	60%	60.0%
Skill Attainment Rate	Younger Youth	70%	99.1%
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 COCONINO COUNTY	Total Participants Served	Adults	73	
		Dislocated Workers	17	
		Older Youth	24	
		Younger Youth	70	
ETA Assigned # <u>4065</u>	Total Exiters	Adults	23	
Dislocated Workers		12		
Older Youth		9		
Younger Youth		32		
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	75%	88.9%	
	Dislocated Workers	89%	78.6%	
	Older Youth	75%	75.0%	
Retention Rate	Adults	82%	92.9%	
	Dislocated Workers	84%	100.0%	
	Older Youth	85%	66.7%	
	Younger Youth	60%	60.0%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,500	\$5,212	
	Dislocated Workers	94%	227.7%	
	Older Youth	\$1,500	\$4,040	
Credential/Diploma Rate	Adults	55%	78.9%	
	Dislocated Workers	58%	63.6%	
	Older Youth	45%	75.0%	
	Younger Youth	55%	84.0%	
Skill Attainment Rate	Younger Youth	75%	74.1%	
Other State Indicators of Performance		N/A		
Overall Status of Local Performance		Not Met	Met	Exceed
		1	4	10

Performance Tables

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

Local Area Name GILA/PINAL COUNTIES	Total Participants Served	Adults		169
		Dislocated Workers		See REPAC Table O
		Older Youth		48
		Younger Youth		88
ETA Assigned # <u>4010</u>	Total Exiters	Adults		35
		Dislocated Workers		See REPAC Table O
		Older Youth		13
		Younger Youth		31
		Negotiated Performance Level		Actual Performance Level
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	74%	86.0%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	70%	78.9%	
Retention Rate	Adults	85%	90.7%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	82%	87.5%	
	Younger Youth	54%	72.2%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,700	\$6,730	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	\$2,900	\$8,047	
Credential/Diploma Rate	Adults	56%	71.2%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	42%	76.9%	
	Younger Youth	56%	78.3%	
Skill Attainment Rate	Younger Youth	76%	86.2%	
Other State Indicators of Performance		N/A		N/A
Overall Status of Local Performance		Not Met	Met	Exceed
		0	0	11

* 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, Nineteen Tribal Nations (NTN) 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 GRAHAM COUNTY	Total Participants Served	Adults		52
		Dislocated Workers		See REPAC Table O
		Older Youth		27
		Younger Youth		59
ETA Assigned # <u>4015</u>	Total Exiters	Adults		31
		Dislocated Workers		See REPAC Table O
		Older Youth		15
		Younger Youth		20
		Negotiated Performance Level		Actual Performance Level
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	55%	91.3%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	46%	77.8%	
Retention Rate	Adults	72%	89.5%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	72%	100.0%	
	Younger Youth	54%	61.1%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,433	\$8,127	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	\$2,500	\$4,763	
Credential/Diploma Rate	Adults	47%	86.7%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	42%	78.6%	
	Younger Youth	48%	85.7%	
Skill Attainment Rate	Younger Youth	70%	97.3%	
Other State Indicators of Performance		N/A		N/A
Overall Status of Local Performance		Not Met	Met	Exceed
		0	0	11

* 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, Nineteen Tribal Nations (NTN) and Navajo Counties. (Also see Table-O – REPAC Dislocated Worker Consortium.)

Performance Tables

Local Area Name GREENLEE COUNTY	Total Participants Served	Adults		15
		Dislocated Workers		See REPAC Table O
		Older Youth		2
		Younger Youth		33
ETA Assigned # 4020	Total Exiters	Adults		6
		Dislocated Workers		See REPAC Table O
		Older Youth		1
		Younger Youth		8
		Negotiated Performance Level		Actual Performance Level
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	64%	62.5%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	61%	0.0%	
Retention Rate	Adults	70%	100.0%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	75%	100.0%	
	Younger Youth	54%	0.0%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,205	\$12,564	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	\$2,300	\$8,286	
Credential/Diploma Rate	Adults	49%	40.0%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	25%	0.0%	
	Younger Youth	48%	80.0%	
Skill Attainment Rate	Younger Youth	66%	97.1%	
Other State Indicators of Performance		N/A		N/A
Overall Status of Local Performance		Not Met	Met	Exceed
		3	2	6

* 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, Nineteen Tribal Nations (NTN) and Navajo Counties. (Also see Table-O – REPAC Dislocated Worker Consortium.)

Performance Tables

Local Area Name MARICOPA COUNTY	Total Participants Served	Adults	698
		Dislocated Workers	410
		Older Youth	97
		Younger Youth	373
ETA Assigned # <u>4035</u>	Total Exiters	Adults	238
		Dislocated Workers	246
		Older Youth	34
		Younger Youth	139
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	See Table A	
	Employers		
Entered Employment Rate	Adults	82%	86.8%
	Dislocated Workers	92%	91.8%
	Older Youth	68%	84.2%
Retention Rate	Adults	83%	90.9%
	Dislocated Workers	87%	94.2%
	Older Youth	82%	73.8%
	Younger Youth	56%	54.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,954	\$4,786
	Dislocated Workers	92%	122.8%
	Older Youth	\$2,600	\$4,217
Credential/Diploma Rate	Adults	70%	81.3%
	Dislocated Workers	70%	85.9%
	Older Youth	45%	69.2%
	Younger Youth	56%	57.9%
Skill Attainment Rate	Younger Youth	79%	83.4%
Other State Indicators of Performance		N/A	N/A
Overall Status of Local Performance		Not Met	Met
		0	3
			12

Performance Tables

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

Local Area Name MOHAVE/LA PAZ COUNTIES	Total Participants Served	Adults	147	
		Dislocated Workers	See REPAC Table O	
		Older Youth	22	
		Younger Youth	160	
ETA Assigned # <u>4070</u>	Total Exiters	Adults	75	
		Dislocated Workers	See REPAC Table O	
		Older Youth	16	
		Younger Youth	87	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	79%	83.8%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	70%	62.5%	
Retention Rate	Adults	79%	77.1%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	78%	84.6%	
	Younger Youth	56%	76.9%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,800	\$3,027	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	\$2,700	\$4,454	
Credential/Diploma Rate	Adults	50%	55.6%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	42%	31.6%	
	Younger Youth	53%	48.4%	
Skill Attainment Rate	Younger Youth	78%	81.3%	
Other State Indicators of Performance		N/A		
Overall Status of Local Performance		Not Met	Met	Exceed
		1	3	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, Nineteen Tribal Nations (NTN) 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 NAVAJO COUNTY	Total Participants Served	Adults	60	
		Dislocated Workers	See REPAC Table O	
		Older Youth	21	
		Younger Youth	28	
ETA Assigned # <u>4075</u>	Total Exiters	Adults	34	
		Dislocated Workers	See REPAC Table O	
		Older Youth	14	
		Younger Youth	22	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	73%	95.7%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	68%	72.7%	
Retention Rate	Adults	82%	77.8%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	78%	50.0%	
	Younger Youth	60%	64.7%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,245	\$2,907	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	\$2,500	\$3,884	
Credential/Diploma Rate	Adults	55%	74.1%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	44%	64.3%	
	Younger Youth	55%	63.2%	
Skill Attainment Rate	Younger Youth	75%	75.0%	
Other State Indicators of Performance		N/A		
Overall Status of Local Performance		Not Met	Met	Exceed
		1	3	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, Nineteen Tribal Nations (NTN) and Navajo Counties. (Also see Table-O – REPAC Dislocated Worker Consortium.)

Performance Tables

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

Local Area Name PHOENIX, CITY OF	Total Participants Served	Adults	2,612	
		Dislocated Workers	1,050	
		Older Youth	258	
		Younger Youth	821	
ETA Assigned # <u>4025</u>	Total Exiters	Adults	1,581	
Dislocated Workers		786		
Older Youth		106		
Younger Youth		445		
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	78%	78.4%	
	Dislocated Workers	88%	84.9%	
	Older Youth	68%	74.7%	
Retention Rate	Adults	85%	84.2%	
	Dislocated Workers	89%	92.8%	
	Older Youth	86%	75.6%	
	Younger Youth	56%	64.0%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,500	\$4,122	
	Dislocated Workers	93%	164.4%	
	Older Youth	\$2,500	\$4,444	
Credential/Diploma Rate	Adults	55%	72.5%	
	Dislocated Workers	58%	72.5%	
	Older Youth	42%	53.1%	
	Younger Youth	52%	56.1%	
Skill Attainment Rate	Younger Youth	75%	81.3%	
Other State Indicators of Performance		N/A		
Overall Status of Local Performance		Not Met	Met	Exceed
		0	3	12

Performance Tables

Local Area Name PIMA COUNTY	Total Participants Served	Adults	1,274
		Dislocated Workers	722
		Older Youth	187
		Younger Youth	616
ETA Assigned # <u>4030</u>	Total Exiters	Adults	687
		Dislocated Workers	331
		Older Youth	117
		Younger Youth	349
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	See Table A	
	Employers		
Entered Employment Rate	Adults	72%	71.5%
	Dislocated Workers	85%	81.1%
	Older Youth	66%	70.3%
Retention Rate	Adults	82%	83.8%
	Dislocated Workers	82%	90.2%
	Older Youth	81%	80.8%
	Younger Youth	54%	54.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,300	\$4,967
	Dislocated Workers	91%	137.0%
	Older Youth	\$2,150	\$3,864
Credential/Diploma Rate	Adults	63%	61.7%
	Dislocated Workers	62%	63.9%
	Older Youth	41%	41.1%
	Younger Youth	52%	43.5%
Skill Attainment Rate	Younger Youth	85%	90.0%
Other State Indicators of Performance		N/A	N/A
Overall Status of Local Performance		Not Met	Met
		0	6
			9

Performance Tables

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

Local Area Name SANTA CRUZ COUNTY	Total Participants Served	Adults	105	
		Dislocated Workers	24	
		Older Youth	21	
		Younger Youth	130	
ETA Assigned # 4040	Total Exiters	Adults	80	
		Dislocated Workers	17	
		Older Youth	19	
		Younger Youth	94	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	73%	78.9%	
	Dislocated Workers	80%	75.0%	
	Older Youth	68%	73.9%	
Retention Rate	Adults	85%	87.5%	
	Dislocated Workers	75%	100.0%	
	Older Youth	79%	90.0%	
	Younger Youth	54%	81.6%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,433	\$4,939	
	Dislocated Workers	87%	116.7%	
	Older Youth	\$3,000	\$5,189	
Credential/Diploma Rate	Adults	65%	66.7%	
	Dislocated Workers	56%	66.7%	
	Older Youth	50%	66.7%	
	Younger Youth	52%	75.7%	
Skill Attainment Rate	Younger Youth	75%	97.1%	
Other State Indicators of Performance		N/A		
Overall Status of Local Performance		Not Met	Met	Exceed
		0	1	14

Performance Tables

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

Local Area Name TRIBES	Total Participants Served	Adults	380	
		Dislocated Workers	11	
		Older Youth	81	
		Younger Youth	458	
ETA Assigned # 4090	Total Exiters	Adults	151	
		Dislocated Workers	9	
		Older Youth	38	
		Younger Youth	91	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	53%	46.7%	
	Dislocated Workers	90%	100.0%	
	Older Youth	71%	45.7%	
Retention Rate	Adults	74%	84.1%	
	Dislocated Workers	83%	100.0%	
	Older Youth	75%	100.0%	
	Younger Youth	52%	36.7%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,000	\$4,795	
	Dislocated Workers	92%	122.4%	
	Older Youth	\$2,900	\$6,945	
Credential/Diploma Rate	Adults	35%	32.1%	
	Dislocated Workers	60%	75.0%	
	Older Youth	42%	23.1%	
	Younger Youth	45%	66.7%	
Skill Attainment Rate	Younger Youth	75%	71.2%	
Other State Indicators of Performance		N/A		
Overall Status of Local Performance		Not Met	Met	Exceed
		3	3	9

Performance Tables

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

Local Area Name YAVAPAI COUNTY	Total Participants Served	Adults	96	
		Dislocated Workers	53	
		Older Youth	14	
		Younger Youth	58	
ETA Assigned # <u>4080</u>	Total Exiters	Adults	57	
Dislocated Workers		36		
Older Youth		4		
Younger Youth		22		
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	71%	92.3%	
	Dislocated Workers	88%	88.2%	
	Older Youth	68%	50.0%	
Retention Rate	Adults	82%	84.0%	
	Dislocated Workers	82%	82.9%	
	Older Youth	79%	100.0%	
	Younger Youth	54%	86.7%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,500	\$3,017	
	Dislocated Workers	94%	186.8%	
	Older Youth	\$2,428	\$1,556	
Credential/Diploma Rate	Adults	55%	73.3%	
	Dislocated Workers	56%	57.1%	
	Older Youth	44%	50.0%	
	Younger Youth	52%	68.8%	
Skill Attainment Rate	Younger Youth	68%	94.9%	
Other State Indicators of Performance		N/A		
Overall Status of Local Performance		Not Met	Met	Exceed
		2	0	13

Performance Tables

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

Local Area Name YUMA COUNTY	Total Participants Served	Adults	594
		Dislocated Workers	75
		Older Youth	161
		Younger Youth	632
ETA Assigned # <u>4045</u>	Total Exiters	Adults	402
Dislocated Workers		50	
Older Youth		116	
Younger Youth		269	
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	See Table A	
	Employers		
Entered Employment Rate	Adults	73%	75.1%
	Dislocated Workers	87%	83.1%
	Older Youth	73%	67.2%
Retention Rate	Adults	82%	83.1%
	Dislocated Workers	82%	94.9%
	Older Youth	81%	82.4%
	Younger Youth	54%	76.7%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,440	\$4,237
	Dislocated Workers	92%	176.9%
	Older Youth	\$2,700	\$4,140
Credential/Diploma Rate	Adults	60%	64.3%
	Dislocated Workers	56%	70.8%
	Older Youth	50%	50.6%
	Younger Youth	58%	69.5%
Skill Attainment Rate	Younger Youth	80%	91.7%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Met
		0	2
			13

Performance Tables

Table O: REPAC Consortium

Local Area Name			
REPAC Dislocated Worker Consortium	Total Participants Served	Dislocated Workers	335
	Total Exiters	Dislocated Workers	152
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Dislocated Workers	90%	87.2%
Retention Rate	Dislocated Workers	83%	93.2%
Earnings Change/Earnings Replacement in Six Months	Dislocated Workers	92%	214.5%
Credential/Diploma Rate	Dislocated Workers	60%	63.8%
Other State Indicators of Performance		N/A	N/A
Overall Status of Local Performance		Not Met	Met
		0	1
			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, Nineteen Tribal Nations (NTN) and Navajo Counties.

Acknowledgements

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- Apache County Workforce Partnership
- City of Phoenix Workforce Connection Division
- Cochise County Workforce Development Center
- Coconino County Career Center
- 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 (NACOG)
- 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
- Linda Strock, Department of Economic Security, Research Administration

For further information, contact:

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Employment Administration – WIA Section
1789 West Jefferson, Site Code 920-Z
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Arizona Department of Commerce
Office of Workforce Development
Executive Tower, Suite 600
1700 W. Washington
Phoenix, AZ 85007
(602) 771-1100
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

Appendix A: Local Workforce Investment Areas

LWIB Chairman List

Apache County

Marnie Uhl

Springerville/Eagar Chamber
Of Commerce
P.O. Box 31
Springerville, AZ 85938
(928) 333-2123
Tourist@cybertrails.com

City of Phoenix

Art Othon

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Cochise County

Ron Curtis

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25 S. Highway
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Coconino County

Christine Mayer

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Gila/Pinal

Jerry Odom

Pinal Lumber & Hardware
1780 E. Ash
Globe, AZ 85502
(928) 425-5716
pinal@cybertrails.com

Graham County

Lois Ann Moody

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1809 W. Thatcher Blvd.
Safford, AZ 85546
(928) 428-6805

Greenlee County

Edwina Gray

Copper Valley Telephone
P.O. Box 1626
Clifton, AZ 85533
(928) 865-2881
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Maricopa County

Richmond Vincent

Commercial Real Estate
8900 N. Central Avenue,
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Richmond@azinvest.org

Mohave/La Paz

Jeane Fisher

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chonna@cbrealestate.net

Navajo County

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KSL, Inc.
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tgamboa@workforce.ws

Nineteen Tribal Nations

Sonia Stone

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Parker, AZ 85344
(928) 916-1006 (cell)
sksworks@msn.com

Pima County

Shawna Adams

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5829 E. Speedway
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(520) 434-2000
Shawna.adams@jobing.com

Santa Cruz County

Mayra L. Zuniga

777 N. Grand Ave.
Nogales, AZ 85621
(520) 285-5638
mzuniga@cityofnogales.net

Yavapai County

Lou Rangel

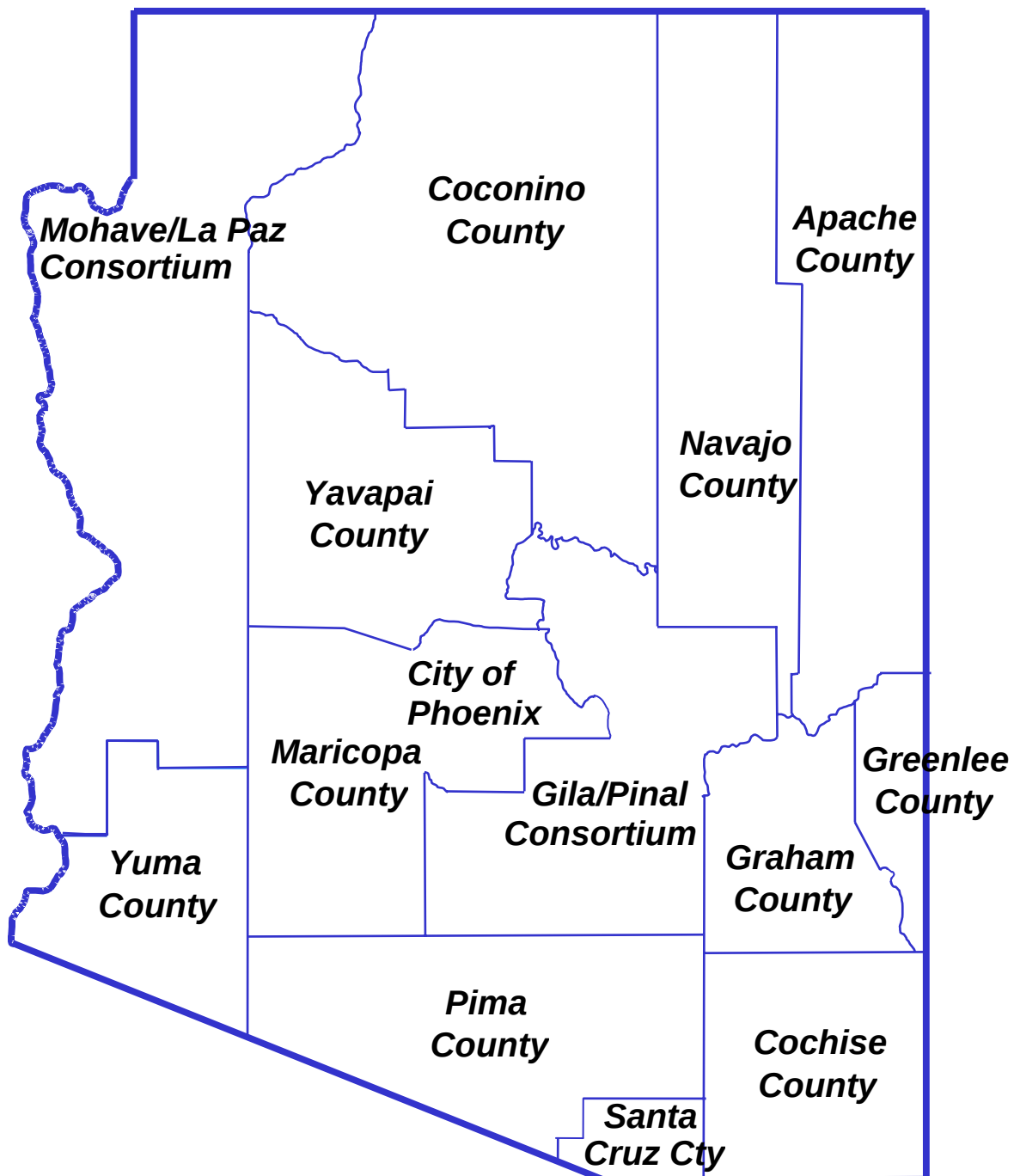
Wal Mart
2003 E. Rodeo Drive,
Cottonwood, AZ 86326
(928) 634-0444
legnarscave@Wmconnect.com

Yuma County

Sam Pepper

3280 S. Palomino Way
Yuma, AZ 85365
(928) 344-9777
spepper@beamspeed.net

Arizona's Local Workforce Investment Areas



See Page 48 for Nineteen Tribal Nations Map

Appendix C: Nineteen Tribal Nations - Administrative Entities

Cocopah Indian Tribe

Frank Molina, Director
(928) 627-8026
Cococvt@c2i2.com

Fort Mojave Indian Tribe

Michel Medrano, Director
(928) 346-1787
Fmtos@ftmojave.com

Gila River Indian Community

Lana Chanda, Director
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Hopi Tribe

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nsakiestewa@hopi.nsn.us

Hualapai Tribe

Lucille Watahomigie,
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hualwia@yahoo.com

Inter Tribal Council of Arizona, Inc.

Toni DeBrie, WIA Project
Coordinator
(602) 258-4822
Toni.DeBrie@itcaonline.com

Kaibab Paiute Indian Tribe

Linda Smith, Program
Coordinator/MIS
(928) 643-8312
kpthr@acinternet.net

Nineteen Tribal Nations One-Stop Colorado River Indian Tribes

Don Eddy, Director
(928) 669-8555
Edtde@rraz.net

Pascua Yaqui Tribe

Greg Madril, Director
(520) 879-5843
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Quechan Indian Tribe

Christine Emerson, Director
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QuechanWIA@yahoo.com

Salt River Pima-Maricopa Indian Community

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Coordinator
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San Carlos Apache Tribe

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Tohono O'odham Nation

Robin Bitrick, Director
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Robin.bitrick@tonation-nsn.gov

White Mountain Apache Tribe

Marjorie Quade, Director
(928) 338-4818
mquade@wmat.nsn.us

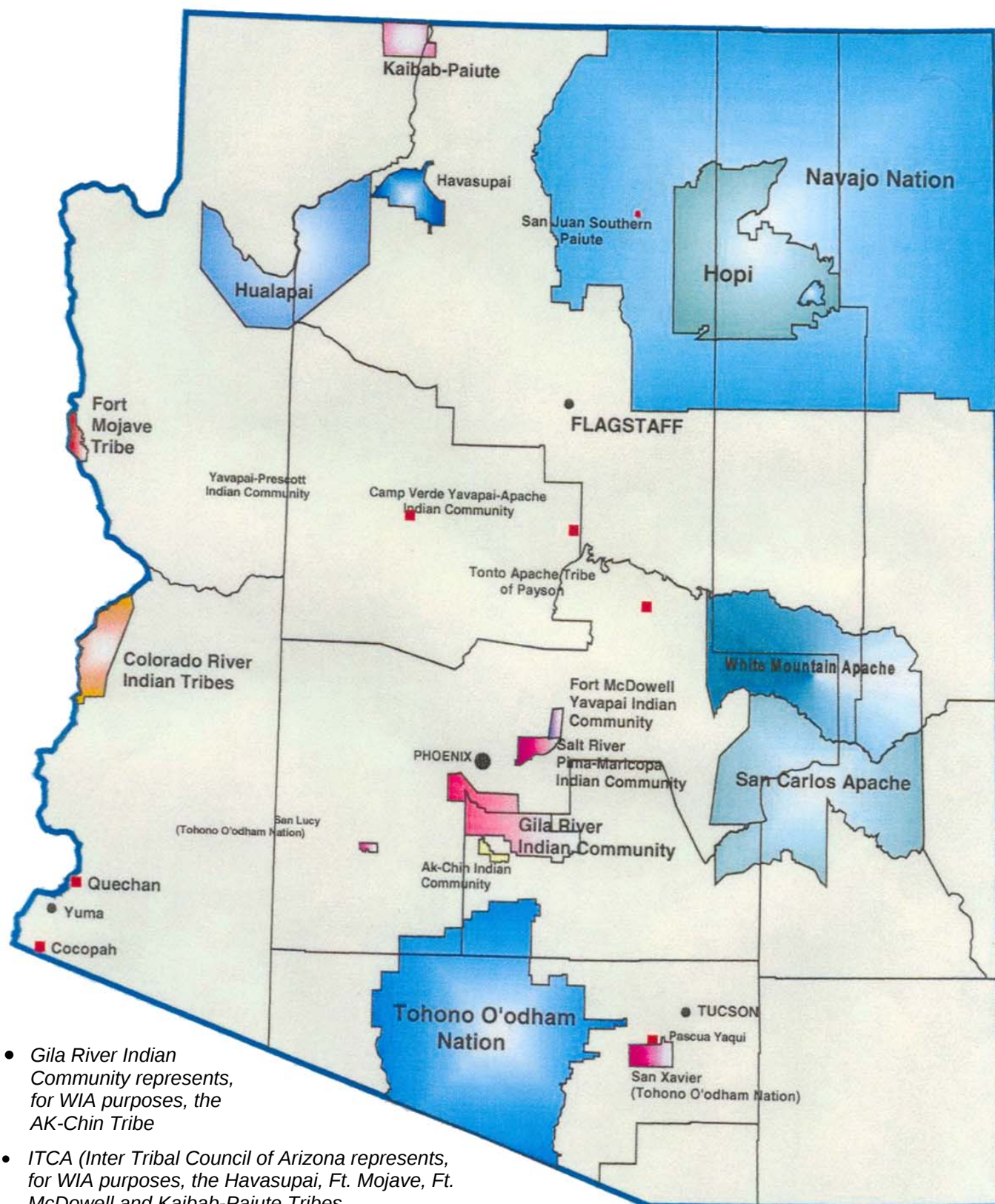
Yavapai Apache Nation

Debra Johnson,
Director/Fiscal
(928) 567-0594 x 27
Djohnson@yan-tribe.org

Gila River Indian Community represents, for WIA purposes, the AK-Chin Tribe.

ITCA (Inter Tribal Council of Arizona represents, for WIA purposes, the Havasupai, Ft. Mojave, Ft. McDowell and Kaibab-Paiute Tribes.

Appendix D: Map of Tribal Nations



Appendix E: One-Stop Directory

APACHE COUNTY	
Apache County Workforce Partnership 74 N. Main Street, Suite 5-7 Eagar, AZ 85925 (928) 333-4454	Gail Sadler, Director 1016 S. Main Street Snowflake, AZ 85937 (928) 289-9257 GSadler@Workforce.ws
COCHISE COUNTY	
COMPREHENSIVE ONE-STOP CENTERS: Cochise County Workforce Development 1706 E. 10 th Street Douglas, AZ 85607 (520) 364-8906 Sierra Vista One-Stop 1843 Paseo San Luis Sierra Vista, AZ 85635 (520) 458-9309 AFFILIATE SITES: Arizona Department of Economic Security 277 W. 4 th Street Benson, AZ 85602 (520) 586-2513 Arizona Department of Economic Security 2981 E. Tacoma Sierra Vista, AZ 85635 (520) 459-3206 Arizona Department of Economic Security 1140 F Avenue Douglas, AZ 85607 (520) 364-4446 ELECTRONIC ACCESS LOCATIONS: Benson Public Library 300 S. Huachuca Benson, AZ 85602 (520) 586-9535 Copper Queen Public Library 6 Main Street Bisbee, AZ 85503 (520) 432-4232 Cochise College, Career Action Center 4190 West Highway 80 Douglas, AZ 85602 (520) 364-0253	Vada Phelps, Executive Director Cochise County Workforce Development 1843 Paseo San Luis Sierra Vista, AZ 85635 (520) 458-9309 / (520) 417-9910 Fax vphehelps@CPIC-CAS.org http://www.cochise.org/onestop

Appendix E: One-Stop Directory

COCHISE COUNTY (Continued)	
ELECTRONIC ACCESS LOCATIONS (Continued): Douglas Public Library 625 10 th Street Douglas, AZ 85602 (520) 364-3851 Huachuca City Public Library 506 Gonzales Boulevard Huachuca City, AZ 85616 (520) 456-1063 Cochise College, CareerAction Center 901 North Columbo Sierra Vista, AZ 85635 (520) 515-5457 Sierra Vista Public Library 2600 E. Tacoma Sierra Vista, AZ 85635 (520) 485-4225 Elsie S. Hogan Library 450 West Maley Willcox, AZ 85643 (520) 384-4271 Tombstone Public Library 4 th & Toughnut Tombstone, AZ 85638 (520) 457-3612	
COCONINO COUNTY	
COMPREHENSIVE ONE-STOP CENTER: Arizona Department of Economic Security 397 Malpais Lane, #9 Flagstaff, AZ 86001 (928) 779-4557 AFFILIATE SITE: Coconino County Career Center/ Arizona Department of Economic Security 337 N. Navajo P.O. Box 4269 Page, AZ 86040 (928) 645-5201	Carol Curtis, Director 110 E. Cherry Avenue Flagstaff, AZ 86001 (928) 522-7900 / (928) 522-7919 Fax ccurtis@co.coconino.az.us http://co.coconino.az.us/careercenter

Appendix E: One-Stop Directory

COCONINO COUNTY (Continued)	
ELECTRONIC ACCESSLOCATIONS: Goodwill Industries 2225 North Steves Boulevard Flagstaff, AZ 86004 (928) 526-9188 Williams Public Library 113 South First Street Williams, AZ 86046	
GILA COUNTY	
COMPREHENSIVE ONE-STOP CENTER: Gila County Division of Health & Community Services 5515 South Apache Avenue Globe, AZ 85501 (928) 425-7631 AFFILIATE SITES: Arizona Department of Economic Security 605 South 7 th Street Globe, AZ 85501 (928) 425-3101 Arizona Department of Economic Security 112 E. Highway 260 Payson, AZ 85541 (928) 472-9339 Central Arizona Association of Governments (CAAG) Gila Community College 6 Shooter Canyon, PO Box 912 Globe, AZ 85502 (928) 425-3181 (928) 425-6450 Fax	Barbara Valencia, WIA Program Manager Gila County Div. of Health & Community Services P.O. Box 2778 Globe, AZ 85502 (928) 425-7631 Ext. 8657 / (928) 425-9468 Fax bvalencia@co.gila.az.us http://www.gilacountyaz.gov/wia
GRAHAM COUNTY	
COMPREHENSIVE ONE-STOP CENTER: WIA Title I Service Center 826 W. Main Street Safford, AZ 85546 (928) 428-7386 AFFILIATE SITE: Arizona Department of Economic Security 1938 W. Thatcher Blvd. Safford, AZ 85546 (928) 428-2911	Neil Karnes, Director Graham County Employment & Training 826 W. Main Street Safford, AZ 85546 (928) 428-7386 / (928) 428-8074 Fax Nkarnes@graham.az.gov

Appendix E: One-Stop Directory

GRAHAM COUNTY (Continued)	
ELECTRONIC ACCESSLOCATIONS: Ft. Thomas High School 15502 West U.S. Highway 70 Ft. Thomas, AZ 85536 (928) 485-2427 Eastern Arizona College – Occupational Placement 3714 Church Street Thatcher, AZ 85552 (928) 428-8341	
GREENLEE COUNTY	
COMPREHENSIVE ONE-STOP CENTER: Greenlee One-Stop Resource Center Highway 191 and Wards Canyon Road Clifton, AZ 85533 (928) 865-4151 ELECTRONIC ACCESSLOCATIONS: Greenlee Clifton Public Library 102 School Street Clifton, AZ 85533 (928) 865-2461 Town of Duncan 506 SE Old West Highway Duncan, AZ 85534 (928) 865-2775 Morenci Community Library Morenci Plaza Morenci, AZ 85540	Evangelina Esquivel, Program Manager Greenlee Career Center Highway 191 and Wards Canyon Road P.O. Box 1537 Clifton, AZ 85533 (928) 865-4151 / (928) 865-3566 Fax vesquivel@aznexus.net http://users.aznexus.net/clifton_os

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LA PAZ COUNTY	
COMPREHENSIVE ONE-STOP CENTER: La Paz Career Center 1113 Kofa Avenue Parker, AZ 85344 (928) 669-9812 AFFILIATE SITE: Arizona Department of Economic Security 1032 Hopi Avenue Parker, AZ 85344 (928) 669-6755	Cheryl Burns, Director La Paz Career Center 1113 Kofa Avenue Parker, AZ 85344 (928) 669-9812 / (928) 669-6326 Fax Cburns@co.la-paz.az.us OR Terry Foss terfoss@hotmail.com
MARICOPA COUNTY	
COMPREHENSIVE ONE-STOP CENTER: Gilbert Career Center 735 N. Gilbert Road, Suite 134 Gilbert, AZ 85234 (480) 497-0350 Peoria Career Development Center 9770 W. Peoria Peoria, AZ 85345 (623) 934-3231 (623) 931-6182 Fax Arizona Department of Economic Security 163 N. Dobson Road Mesa, AZ 85201 (480) 962-7678 AFFILIATE SITES: Avondale Career Development Center 3000 N. Dysart Rd., Rms. 120-129 Avondale, AZ 85340 (623) 535-2735 Vista Del Camino Center 7700 E. Roosevelt Scottsdale, AZ 85257 (480) 312-2323 ELECTRONIC ACCESS: Avondale Community Action Program 1007 South Third Street Avondale, AZ 85323 (623) 932-9440 / (623) 932-9444	Pat Gegan, Operations Manager Maricopa County Human Services Department Workforce Development Division 234 North Central Avenue; Suite 3201 Phoenix, AZ 85004 (602) 506-2323 / (602) 506-8789 Fax greganp@mail.maricopa.gov http://www.hsd.maricopa.gov/mwc

Appendix E: One-Stop Directory

MARICOPA COUNTY (Continued)	
ELECTRONIC ACCESS (Continued): Buckeye Community Action Program 201 East Centre Buckeye, AZ 85236 (623) 386-2588 Chandler Community Action Program 77 West Chicago Chandler, AZ 85244-1418 (480) 963-4321 El Mirage Community Action Program 14010 El Mirage Road El Mirage, AZ 85335 (623) 937-0500 Gila Bend Community Action Program 202 North Euclid Street Gila Bend, AZ 85337 (602) 252-3186 Gilbert Community Action Program 1140 North Gilbert Road, Suite 109 Gilbert, AZ 85234 (480) 892-5331 Glendale Community Action Program 5850 West Glendale Avenue Glendale, AZ 85301 (623) 930-2854 Town of Guadalupe Community Action Program 9401 South Avenida del Yaqui Guadalupe, AZ 85283 (480) 730-3093 Peoria Community Action Program 8335 West Jefferson Peoria, AZ 85380 (623) 979-3911 Tempe Community Action Program 2150 East Orange Tempe, AZ 85281 (480) 350-5880 Tolleson Community Action Program 9555 West Van Buren Street Tolleson, AZ 85353 (623) 936-2760 Wickenburg Community Action Program 255 North Washington Wickenburg, AZ 85390 (928) 684-7894	

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MOHAVE COUNTY	
COMPREHENSIVE ONE-STOP CENTER: Mohave County Community Development Center 700 W. Beale Street Kingman, AZ 86401 (928) 753-0723 AFFILIATE SITES: Mohave County Community and Economic Development Department 1355 Ramar Road; Suite 9 Bullhead City, AZ 86442 (928) 758-0702 Arizona Department of Economic Security 232 London Bridge Road Lake Havasu City, AZ 86403 (928) 680-6005 Arizona Department of Economic Security 301 Pine Street Kingman, AZ 86401 (928) 753-4333 Arizona Department of Economic Security 2601 Highway 95 Bullhead City, AZ 86442 (928) 763-4154 Mohave County Community and Economic Development Department 2001 College Drive, Suite 122 Lake Havasu, AZ 86403 (928) 453-0710	Susie Parel-Duranceau, One-Stop Director Community and Economic Development Department 700 W. Beale Street Kingman, AZ 86401 P.O. Box 7000 Kingman, AZ 86402 (928) 753-0723 / (928) 753-0776 Fax (928) 753-0726 TDD susie.parel-duranceau@co.mohave.az.us

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NAVAJO COUNTY	
COMPREHENSIVE ONE-STOP CENTERS: Arizona Department of Economic Security 2500 E. Cooley, Suite 410 Show Low, AZ 85901 (928) 532-1516 Arizona Department of Economic Security 319 E. Third Street, 335C Winslow, AZ 86047 (928) 289-4644 ext. 101 & 103 ELECTRONIC ACCESSLOCATIONS: Show Low Headstart 131 South 6th Place Show Low, AZ 85901 (928) 537-7716 Show Low Library 20 North 6th Street Show Low, AZ 85901 (928) 537-2447 Larson Memorial Public Library 1594 West Johnson Drive Lakeside, AZ 85929 (928) 368-6688 Keams Canyon Center / Northland Pioneer College Highway 264 Keams Canyon, AZ 86034 (928) 738-5585 Whiteriver Center / Northland Pioneer College 1001 Old Middle School Road Whiteriver, AZ 85941 (928) 338-4662 Kayenta Center / Northland Pioneer College Highway 163 Kayenta Unified School District II Kayenta, AZ 86033 (928) 697-8333 Heber Center/ Northland Pioneer College 3450 Mustang Avenue Heber, AZ 85928 (928) 535-5937	Rondi Moore One-Stop Coordinator 2500 E. Cooley, Suite 410 Show Low, AZ 85901 (928) 532-4313 / (928) 532-4367 Fax

Appendix E: One-Stop Directory

NAVAJO COUNTY (Continued)	
ELECTRONIC ACCESSLOCATIONS (Continued): Silver Creek Campus / Northland Pioneer College 1610 South Main Street Snowflake, AZ 85937 (928) 536-6211 Painted Desert Campus / Northland Pioneer College 1200 East Hermosa Drive Holbrook, AZ 86025 (928) 524-7310	
NINETEEN TRIBAL NATIONS	
TRIBAL COMPREHENSIVE ONE-STOP: Colorado River Indian Tribes 13390 1 st Avenue Parker, AZ 85344 Mailing Address: Route 1, Box 23-B Parker, AZ 85344 See NTN Administrative Entities above for full statewide location listing.	Don Eddy, Director Route 1 Box 23-B Parker, AZ 85344 (928) 669-8555 / (928) 669-6085 Fax http://www.antn1stop.org
CITY OF PHOENIX	
COMPREHENSIVE ONE-STOP CENTERS: Phoenix Workforce Connection North 9801 N. 7 th Street Phoenix, AZ 85020 (602) 861-0208 Phoenix Workforce Connection West 3406 N. 51 st Avenue Phoenix, AZ 85031 (623) 247-3304 AFFILIATE SITES: Phoenix Workforce Connection South 4732 S. Central Avenue Phoenix, AZ 85040 (602) 534—4732 Phoenix Workforce Connection Arizona Opportunities Industrialization Center 39 East Jackson Phoenix, AZ 85004 (602) 254-5081	Cynthia Spell, Director City of Phoenix, Workforce Connection Division 200 West Washington, 19 th Floor Phoenix, AZ 85003-1611 (602) 262-6776 / (602) 534-3915 Fax cynthia.spell@phoenix.gov Onestop.hsd@phoenix.gov http://www.phoenix.gov/onestop.html

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CITY OF PHOENIX (Continued)	
AFFILIATE SITES (Continued): Phoenix Workforce Connection Chicanos Por La Causa 2916 North 35 th Avenue, Suite 5 Phoenix, AZ 85017 (602) 269-6485 Phoenix Workforce Connection Friendly House 802 South First Avenue Phoenix, AZ 85003 (602) 257-1870 x 243 Phoenix Workforce Connection Arizona Women's Education & Employment Career Connections Center 3336 North 32 nd Street Phoenix, AZ 85018 (602) 955-4227 Phoenix Workforce Connection Goodwill Industries Main Campus 417 North 16 th Street Phoenix, AZ 85006 (602) 416-6174 Greenway Career Center 3202 East Greenway Phoenix, AZ 85032 (602) 482-0676 Northern Career Center 3548 West Northern Avenue Phoenix, AZ 85021 (602) 335-1531 Main Campus 417 North 16 th Street Phoenix, AZ 85006 (602) 416-6174	
PIMA COUNTY	
COMPREHENSIVE ONE-STOP CENTERS: One-Stop Career Center 340 N. Commerce Park Loop, Tortolita Building Tucson, AZ 85745 (520) 798-0500 (520) 798-0599 Fax Kino Service Center 2797 East Ajo Way Tucson, AZ 85716 (520) 248-6700 (520) 243-6799 Fax	Celina Somoza One-Stop Coordinator 340 N. Commerce Park Loop, Tortolita Building Tucson, AZ 85745 (520) 798-0500 / (520) 798-0599 Fax csomoza@csd.pima.gov http://www.PimaWorks.com

Appendix E: One-Stop Directory

PIMA COUNTY (Continued)	
AFFILIATE SITES: One-Stop Career Center Satellite 316 W. Ft. Lowell Tucson, AZ 85705 (520) 293-1919 Jackson Employment Center 300 E. 26 th Street Tucson, AZ 85713 (520) 882-5500 Kino teen Center 2801 E. Ajo Way Tucson, AZ 85713 (520) 882-5466 Regional Re-employment Center 667 N. 7 th Avenue Tucson, AZ 85705 (520) 629-0450	
PINAL COUNTY	
COMPREHENSIVE ONE-STOP LOCATION: Gila County Division of Health & Community Services 5515 South Apache Street Globe, AZ 85501 (928) 425-7631 AFFILIATE SITES: Arizona Department of Economic Security 401 North Marshall Street Casa Grande, AZ 85222 (520) 426-3529 Central Arizona Association of Governments (CAAG) 414-B N. Marshall Street Casa Grade, AZ 85222 (520) 836-1887 Arizona Department of Economic Security 1155 N. Arizona Blvd. Coolidge, AZ 85228 (520) 723-5351 Central Arizona Association of Governments 230 Main Street Superior, AZ 85273 (520) 689-9044	
	Debora Briseno One-Stop Specialist P.O. Box 2778 Globe, AZ 85502 (928) 455-7631 x 227 (928) 425-9468 Fax bvalencia@co.gila.az.us http://www.gilacountyaz.com

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PINAL COUNTY (Continued)	
ELECTRONIC ACCESS: DES/Job service/REPAC/Associate One-Stop Ctr 11518 East Apache Trail, Suite 110 & 111 Apache Junction, AZ 85220 (480) 986-1857 Central Arizona College – Signal Peak Campus 8470 North Overfield Road Coolidge, AZ 85228 (520) 426-4444 Central Arizona College – Superstition Mountain Campus 273 Old West Highway Apache Junction, AZ 85219 (520) 982-7261 Central Arizona College – Aravaipa Campus Star Route Box 97 Winkelman, AZ 85292 (520) 357-2024	
SANTA CRUZ COUNTY	
COMPREHENSIVE ONE-STOP CENTER: Santa Cruz County Workforce Connection 2935 N. Grand Avenue Nogales, AZ 85621 (520) 375-7670 AFFILIATE SITE: Arizona Department of Economic Security 480 N. Grand Avenue Nogales, AZ 85621 (520) 287-4635 Nogales One-Stop 29 E. Court Street Nogales, AZ 85621 (520) 287-0106	
	Nils Urman, Director 2935 N. Grand Avenue Nogales, AZ 85621 (520) 375-7670 / (520) 281-1166 Fax nurman@co.santa-cruz.az.us http://www.santacruzonestop.com

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YAVAPAI COUNTY	
COMPREHENSIVE ONE-STOP CENTERS: Arizona Department of Economic Security – Cottonwood Center – East County 1500 E. Cherry Street, Suite F Cottonwood, AZ 86326 (928) 634-3337 NACOG Workforce Development Center – Prescott Center – West County 221 N. Marina, Suite 201 Prescott, AZ 86301 Mailing Address: PO Box 2451 Prescott, AZ 86302 (928) 778-1422 Yavapai Workforce Affiliate Office – Prescott Valley 8128 East Highway 69, Ste 211 Prescott, AZ 86314 (928) 445-5100	Teri Drew, Regional Director 221 N. Marina, Suite 201 Prescott, AZ 86301 Mailing Address: PO Box 2451 Prescott, AZ 86302 (928) 778-1422 / (928) 778-1756 Fax tdrew@cableone.net
YUMA COUNTY	
COMPREHENSIVE ONE-STOP CENTER: Career Resource Center 3826 W. 16th Street Yuma, AZ 85364 (928) 329-0990 SATELLITE/AFFILIATESITES: Arizona Department of Economic Security 201 S. 3rd Avenue Yuma, AZ 86364 (928) 783-1221 Satellite Center/Somerton Career Center 201 Bingham Avenue, Suite 19 Somerton, AZ 85350 (928) 627-0487 San Luis Career Center 1950 E. Juan Sanchez Blvd., Suite E San Luis, AZ 85349 (928) 722-0078 ELECTRONIC ACCESS: Yuma County Library 350 South 3rd Avenue Yuma, AZ 85364 (928) 722-0078	Mercedes Mendivil One-Stop System Administrator 3826 W. 16th Street Yuma, AZ 85364 (928) 329-0990 / (928) 783-1825 Fax mmendivil@ypic.com http://www.ypic.com/crc.htm

Appendix E: One-Stop Directory

YUMA COUNTY (Continued)	
ELECTRONIC ACCESS (Continued): Yuma County Library – San Luis Branch 23233 South 1 st Street San Luis, AZ 85349 Arizona Western College – Occupational Training & Placement 1351 South Redondo Center Drive Yuma, AZ 85365 (928) 317-6163	



Cedar Ridge, Grand Canyon, AZ

Photo by: Linda Strock

**State of Arizona
Submitted by:
Lela Alston, Manager
Arizona Department of Economic Security
Employment Administration - WIA Section
October 1, 2005**



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WIA-1009AOTHNA (9-05)