



**The Workforce Investment Act
Annual Report – Program Year 2002
July 1, 2002 – June 30, 2003**

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Annual Report
Program Year 2002
July 1, 2002 – June 30, 2003**



A Partner of America's Workforce Network

**State of Arizona
Submitted by:
David R. Ellis, Program Administrator (Interim)
Workforce Development Administration
Arizona Department of Economic Security**

December 1, 2003



STATE OF ARIZONA

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December 1, 2003

These are exciting times for the Arizona Workforce Connection, Arizona's workforce development system. In my 2003 "State of the State" address, I announced the building of a new Arizona economy as one of my priorities. In order to move the economy of Arizona forward, the state must develop a labor pool with strong technical and academic foundations. A highly qualified workforce will attract businesses that create high-wage jobs. To that end, workforce development is a primary economic development tool.

I have identified four workforce development priorities:

1. Arizona must fund programs that promote collaboration among youth organizations and provide employment opportunities for youth.
2. Arizona must fund programs that provide resources and job training for displaced homemakers and women in non-traditional employment.
3. Arizona must promote strong linkages between workforce and economic development activities to make it a state that is prosperous for both employers and employees.
4. Arizona must continue to fund programs that utilize education to promote economic development and improve workforce development around the state.

Congratulations to the Arizona Workforce Connection's Local Workforce Investment Boards and their guidance in directing the Program Year 2002 Workforce Investment Act training dollars. The Arizona Workforce Connection will meet or exceed the expected levels for all seventeen federal performance indicators. I look forward to continued success in the coming years.

Yours very truly,

A handwritten signature in black ink that reads "Janet Napolitano".

Janet Napolitano
Governor



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Executive Summary

Executive Summary

In a successful workforce investment system, achieving quality outcomes requires a strong orientation toward the future and a willingness to make long-term commitments to all One-Stop system stakeholders – employers, job seekers, staff, contractors, and the communities in which the system operates. Arizona's state board – The Governor's Council on Workforce Policy (GCWP) – continues to cultivate such an environment.

- The GCWP made good on a promise to support a new internet-based workforce development system for the state's local workforce investment areas (LWIAs). The new system, Virtual One Stop, offers LWIAs new functionality including reports on demand of the most current client activities, and the ability to track funds expended through multiple funding streams. The WIA module of Virtual One-Stop will be implemented statewide January 2, 2004, with implementation of the Labor Exchange module scheduled for July 2004.
- With increasing frequency, local workforce investment boards (LWIBs) actively forged community alliances that helped streamline service delivery to job seekers and employers, and did so

more cost effectively. Among the various strategic partnerships developed in PY 2002, those targeting assistance to youth were most pervasive. This suggests a strong correlation between the local flexibility inherent in WIA and the variety of approaches to dropout prevention, which is a priority statewide.

- Technical assistance/capacity building (TA/CB) funds were awarded to local boards in their continuing efforts to move beyond compliance-driven decision making, to craft local systems based upon a vision. TA/CB funds also helped local directors provide training that allowed staff to better scrutinize MIS, case management, and other aspects of program operations for optimum performance results.
- With the completion of Memorandums of Understanding (MOUs) and subsequent recertification of the state's 15 LWIBs, many of the obstacles to resource sharing have given way to formation of a resource base, that will help advance the workforce development goals in each LWIA.



Economic Environment

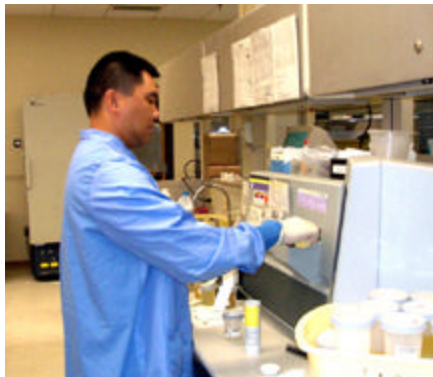
Economic Environment

In July 2002, Arizona's economy reached a milestone when it began to show over-the-year job growth, although still maintaining an unemployment rate at a high of 6.3% (seasonally adjusted). Since then, the Arizona economy exhibited slow but steady increases in the number of jobs.

By June 2003, unemployment had declined to 5.9%, showing signs of strength.

Noteworthy was the surprising monthly gain in manufacturing jobs, the first monthly increase since December 2000. State economists predict continued conservative job growth for the remainder of 2003 with momentum increasing in 2004 as consumer optimism and business confidence improves.

Sources: *Arizona's Workforce, Arizona Department of Economic Security, Research Administration, August 15, 2002, March 27, 2003, July 17, 2003, and August 28, 2003*



Statewide Funds

Statewide Funds

The Governor has the authority to pool and reserve up to 15% of adult, youth, and dislocated worker formula funds for statewide workforce investment activities.

Eligible Training Provider List

The WIA requires states to establish policies and procedures for the selection of service training providers for Individual Training Accounts (ITAs). The state Department of Education maintains and disseminates the state list of eligible training providers and works closely with local boards in reviewing and approving new training providers. The Education Department annually reviews performance data, verifies performance information, and monitors providers to determine continued certification of qualified training providers. All eligible training providers and programs can be reviewed on: www.ade.az.gov/arizonaHEAT. This web site is updated regularly in response to user suggestions. Recent new features include a Consumer Report Card contained in the program details section of each training program. Here, performance data can be viewed concerning the number of program completers who became employed, were retained in employment at least six months, and their average wages earned since program completion.

Incentive Funds

State incentive funds are available to Local Workforce Investment Areas (LWIAs) that exceed their negotiated outcomes for the 17 performance measures and for regional collaboration and local coordination activities. Incentives are allocated in accordance with a formula approved by the Governor. Awards totaling \$689,000 were available for PY2002. These incentive awards will be announced in February 2004.

Technical Assistance and Capacity Building

Technical assistance and capacity building are state leadership activities. During PY2002, the Workforce Development Administration sponsored several training opportunities based on the results of a technical assistance survey of local area staff. Included in the training offerings were:

- The step-by-step process of setting participant goals for WIA younger youth enrollees (ages 14 – 18) and tracking their progress through the Skill Attainment system.
- A Training Expo that afforded all WIA approved training providers the opportunity to exhibit materials related to their various programs. The Expo also offered several workshops facilitated by subject matter experts in financial aid, rural and urban economic development, apprenticeship training, and provision of One-Stop services to the business community.
- The responsibilities and services provided by Rapid Response teams throughout the state.
- The current realities of case management under WIA.

Statewide Funds

Local areas may also receive capacity building funds to enhance their effectiveness, strengthen direct services provided to participants, and develop exemplary program activities in order to meet and exceed performance expectations. These funds are also used to improve the competencies of the personnel who staff and administer WIA programs, including those from LWIAs, service providers, state agencies, policy makers, and other related human service providers. A total of \$435,902 was provided to local areas during PY 2002.

High Concentrations of Eligible Youth

Funds were distributed to LWIAs with high concentrations of youth in poverty for use at local discretion. Local areas used these funds to supplement their regular youth formula allocations or for special projects to serve targeted youth audiences.

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: Virtual OneStop

To continue the development of Arizona's One-Stop system and truly achieve seamless and integrated service delivery, funds were allocated for statewide information technology system called Virtual OneStop. The Internet-based system will be implemented January 2, 2004. Phase I of system implementation will provide a comprehensive set of tools for providing both WIA-funded core and intensive services for staff and case managers, including intake, eligibility determination, case management, on-line interagency referrals, and required performance tracking and reports. Phase II will add labor exchange services for businesses and incorporate the consolidation of existing data bases.

Apprenticeship

Funds were allocated to increase awareness and assist in the expansion of the apprenticeship program into the rural areas of Arizona. The Arizona Department of Commerce is the state agency that oversees the program. Registered apprenticeships are formalized career training programs that offer a combination of structure and on-the-job training and related technical instruction to employees, to train them in occupations that demand a high level of skill. There are over 120 registered apprenticeship programs in Arizona. Staff for the apprenticeship program provide technical assistance to employers and industry sectors in establishing programs.

Statewide Funds

Business Research

The Morrison Institute for Public Policy at Arizona State University was commissioned to conduct a study on the Arizona workforce development system and the effectiveness of its current governance structure. The Governor's Council on Workforce Policy, with the support of Governor Napolitano, asked the Morrison Institute to present alternative governance models that can ensure that business needs are being met by the system and are aligned with economic development efforts and goals. The final report will be available in December 2003.

In addition, the Morrison Institute was asked to assess the Latino workforce and determine if their workforce needs are being met by the current system. This report will be finalized in May 2004.

Arizona Workforce Connection Marketing



The Governor's Council on Workforce Policy adopted the **Arizona Workforce Connection** as the statewide brand for the delivery of workforce services to businesses and job seekers. Key activities in marketing the new brand include the creation of www.ArizonaWorkforceConnection.com, the purchase of a trade show booth which has been used at over 30 different workforce events since March 2003, and a toll-free hotline for businesses. In addition, over 75,000 marketing brochures and folders were distributed to the local workforce investment areas for presentations and workshops. Local One-Stop centers are in the process of incorporating the use of the statewide brand into locally published materials.



Desert View Watchtower, Grand Canyon Arizona

Governor's Council on Workforce Policy

Governor's Council on Workforce Policy (GCWP)

An active Governor's Council on Workforce Policy, under the leadership of Ms. Diane McCarthy, continued to play a significant role in addressing workforce issues under the direction of a new Governor and administration. The Council began meeting in different locations around the state in order to become more educated on local area needs, differences, and strengths, and increased meeting frequency from 4 to 6 meetings per year.

The GCWP continued to facilitate strengthening the statewide One-Stop delivery system by sponsoring a statewide initiative to standardize the processes and documents involved in developing local One-stop memorandums of understanding and resource sharing agreements. Local area staff commented that this process resulted in renewed one-stop partnerships, a more comprehensive view of the local One-Stop system, and enhanced possibilities for service delivery coordination. This process was tied to the re-certification of local workforce investment boards.

Memberships in the Arizona Association for Economic Development (AAED) were purchased for all GCWP members, local workforce board chairs, and WIA directors. AAED is a leading advocate of responsible economic development in all of Arizona. As a result of this collaboration, a workforce committee was established as a standing committee of AAED. The Workforce Committee is exploring viable options and developing strategies to create stronger linkages between economic and workforce development activities.

A strategic planning session resulted in a new vision, mission, objectives, and committee structure, all aligned with the workforce and economic development vision of Governor Napolitano. The strategic planning session was held in conjunction with the annual Arizona Career and Technical Education conference, allowing GCWP members to interact with education professionals from around the state.

Other significant activities have included:

- Allocating statewide funds for the development and implementation of Virtual OneStop, an Internet-based statewide workforce management system
- Securing the Morrison Institute at the Arizona State University to conduct a study on the effectiveness of the current workforce program governance structure
- Re-certifying the 15 local workforce investment boards, incorporating a requirement for a web presence
- Supporting and participating in the Governor's Rural Development Conference

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 Membership

Governor's Council Membership

Ms. Linda Aguilar
Human Resource Manager
Spectra-Physics Semiconductor
Lasers

Mr. David Berns
Director
Arizona Department of
Economic Security

Dr. Bob Breault
Chairman of the Board
Breault Research

Mr. Fred Brown
FL Brown Enterprises
General Contractor & Developer

Mr. Tom Browning
President
Greater Phoenix Leadership

The Hon. James Carruthers
Arizona State Representative
Arizona State House of
Representatives

Mr. Victor Chavez
President
C&D Rent-All, Inc.

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

Mr. Gil Jimenez
Director
Arizona Department of
Commerce

Mr. Milt Ericksen
Director, Career & Technical
Education
Arizona Dept. of Education

Mr. Terry Forthun
President
Arizona Federation of Teachers

Ms. Lynda French
IV Word Promotions

Ms. Susan Glawe
Director of Community Relations
Blue Cross/Blue Shield

Mr. Steven Juliver
Manager of Administration
Universal Avionics Systems
Corp.

Ms. Claudia Kaiser
Business Area Representative
Tucson Electric Power
Company

Mr. Gerald Kohlbeck
Owner
Pinal Lumber & Hardware

Ms. Joan Laurence
Vice President, Workforce &
Economic Development
Yavapai College

Ms. Suzanne Lawder
President and CEO
Goodwill Industries, Southern
Arizona

Mr. John Lewis
Executive Director
Inter Tribal Council of Arizona

Mr. Fred Lockhart
Executive Director
Arizona Private School
Association

Ms. Diane McCarthy
President
WESTMARC

Mr. David Mendoza
Political & Legislative Director
Western Region
AFSCME International

Ms. Christina Palacios
Vice President, Southern
Arizona Division
Southwest Gas

Mr. Sam Pepper
President
Western Baseball League

Mr. Alejandro Reynoso
President and CEO
AR Utility Specialist, Inc.
(ARUSI)

Ms. Pam Ross
Business Partnerships Manager
Honeywell

Mr. W. Gary Suttle
President and CEO
Rockford Corporation

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

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



Statewide Computer Software System

Statewide Computer Software System

Arizona Workforce Connection - Virtual One-Stop

In Program Year 2002, Arizona procured the Virtual OneStop (VOS) software application from Geographic Solutions, Inc. of Palm Harbor, Florida. This was based on the needs of the fifteen local workforce investment areas and the vision of the Arizona Governor's Council on Workforce Policy to have a single, comprehensive statewide workforce development system. The new application will provide local areas with an advanced case management tool, customer tracking, and access to the most up-to-date customer information for reporting and analysis purposes. VOS can be accessed from any computer with a link to the Internet, which will make workforce development more efficient and will provide self-help functionality to One-Stop customers in search of training and employment. The implementation of the WIA phase of this Internet-based system is January 2, 2004, with the Labor Exchange phase scheduled for implementation in July 2004.



National Emergency Grant

National Emergency Grant

Rodeo-Chediski Wildfires

The State of Arizona was awarded a National Emergency Grant on July 19, 2002 in the amount of \$2,291,674.

The grant was utilized for disaster clean up and the emergency workforce needs of the citizens who had been affected by the wildfire destruction in Navajo County and the White Mountain Apache Reservation. The fire consumed over 409,000 acres of timber, destroyed over 500 structures in Navajo County and caused a tremendous hardship on the White Mountain Apache Tribe timber industry and the residents of the tribal communities.

With the assistance of this grant, The White Mountain Apache Tribe and Navajo County were able to provide temporary employment to 264 residents. Approximately 3,000 acres were reseeded resulting in 6,700 tons of mulched materials. Watershed restoration, wood crib, and straw dams were installed to

protect the properties and help restore the erosion caused by the rains, and over 100 miles of fencing were repaired or replaced.

This grant was a tremendous success. The goal of temporary employment for local residents, as well as the fire clean-up and restoration activities provided, have helped to restore economic and ecological order in areas that were devastated a year ago. The level of cooperation and commitment demonstrated by county, state, tribal and federal programs, as well as local volunteers and social agencies was extraordinary, maximizing the resources available. Although the enormity of the affected area could not be addressed by this grant, nor the scope of services provided to all who could have benefited, its implementation has helped to heal some of the terrible wounds left by the largest wildfire in America's history.



Cost Effectiveness Statewide

Resource Allocation and Effectiveness

The WIA Title IB allocation formula for adults and youth depends primarily on unemployment data. Two-thirds of the formula is based on excess unemployment¹ and “areas of substantial unemployment.”² For Program Year (PY) 2002, the Governor’s Council on Workforce Policy retained a discretionary formula and allocated 70 percent of the adult and youth funds based on three factors weighted equally: relative number of unemployed individuals in areas of substantial unemployment, excess number of unemployed individuals, and number of economically disadvantaged. The remaining 30 percent of the funds were based equally on excess unemployment above the state average and excess poverty. This approach shifted funds to where the need was demonstrated. The “hold harmless” provision³ as authorized in the WIA was applied as necessary.

Dislocated worker funds were distributed through a weighted four-part formula, which was changed for PY2002. Applying the formula factor weights approved for PY2001 caused significant shifts in funds away from urban areas where the state saw major increases in lay-off activity, to rural areas with less activity. As a result, the Governor’s Council approved the following factor weights: declining industries was the most important factor (95%), followed by plant closing/layoffs (3%), unemployment concentrations (1%), and long-term unemployed (1%).

Cost Efficiency Analysis

Program	Cost per Participant
*Overall for all programs	\$1,954
Adult Program	\$1,993
Dislocated Worker Program	\$1,216
Youth Program	\$2,534

*Overall includes Administration Expenses

¹Excess unemployment is defined as the number of unemployed individuals that represents the higher of: 1) 4.5 percent of the civilian labor force in the state, or 2) 4.5 percent of the civilian labor force in areas of substantial unemployment in the state.

²The term “area of substantial unemployment” means any area...that has an average rate of unemployment of at least 6.5 percent for the most recent 12 months.

³When applying the “hold harmless” provision, a local area must not receive an allocation amount for a fiscal year that is less than 90 percent of the average allocation of the local area for the two preceding fiscal years.

Cost Effectiveness Statewide

Cost of Program Activities – PY2002

Program Activity		Total Federal Spending
Local Adults		\$12,893,992
Local Dislocated Workers		\$6,163,646
Local Youth		\$15,246,358
Rapid Response (up to 25%) §134 9a) (2) (A)		\$2,483,308
Statewide Required Activities (up to 15%) §134 (a) (2) (B)		\$6,111,448
Statewide Allowable Activities §134 (a) (3)	Eligible Training Provider List	\$74,975
	Incentive Funds	\$25,000
	Technical Assistance and Capacity Building	\$324,695
	Labor Market Information	\$50,448
	High Concentrations of Eligible Youth	\$19,284
	Displaced Homemaker	\$0
	Statewide Information Technology System	\$0
Total of All Federal Spending Listed Above		\$43,393,154

Participation Level

	Total Participants Served	Total Exiters
Adults	6,470	3,355
Dislocated Workers	5,070	2,229
Older Youth	1,145	529
Younger Youth	4,871	1,947



Gila River Indian Community Woven Basket

Programs Serving Adults

Programs Serving Adults

Through local One-Stop offices that are a part of Arizona's Workforce Connection, adults can access a continuum of services organized into three levels. **Core services** are available to all individuals age 18 years and older and include job search and placement assistance, access to information relating to local occupations in demand and earnings, an initial assessment of skills levels, and information on supportive services.

Priority for **intensive services** and **training services** must be given to recipients of public assistance and other low-income individuals where WIA funds are considered limited. Employed and unemployed adults may also be served if they are in need of services to obtain or retain employment that allows for self-sufficiency. Each local workforce investment area defines self-sufficiency requirements, based on such economic factors as prevailing wages and unemployment rates. Intensive services can include literacy activities, a comprehensive assessment, counseling and career planning, and short-term services to enhance skills.

For an adult unable to obtain employment through **intensive services**, he/she may receive **training services** linked to employment opportunities in his/her community or in another community to which the individual is willing to relocate. **Training services** include occupational skills training, on-the-job training, and customized training conducted in coordination with an employer. **Training services** must be provided in a manner that maximizes choice to the consumer.

Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	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	70	63.61	753	4057	2289	33
Employers	68	72.76	452	2197	976	46

Adult Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	67%	72.5%	2,134
			2,945
Employment Retention Rate	82%	82.0%	2,164
			2,638
Earnings Change in Six Months	\$2,700	\$3,405	\$8,284,884
			2,433
Employment and Credential Rate	47%	64.5%	770
			1,193

Programs Serving Adults

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	49.5%	155	75.1%	199	62.7%	136	75.1%	154
		313		265		217		205
Employment Retention Rate	75.4%	132	80.4%	185	74.7%	121	77.7%	136
		175		230		162		175
Earnings Change in Six Months	\$2,176	\$354,612	\$4,183	\$895,174	\$3,175	\$488,983	\$2,838	\$451,263.00
		163		214		154		159
Employment And Credential Rate	48.0%	72	69.8%	81	66.7%	50	68.4%	54
		150		116		75		79

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	75.4%	71.1%
		1,426
Employment Retention Rate	82.6%	81.7%
		1,394
Earnings Change in Six Months	\$2,093	\$6,449,761
		1,556

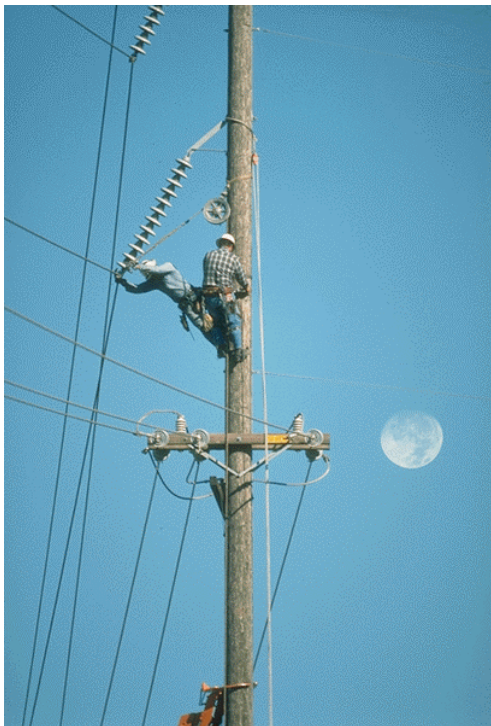


Migrant Farmworkers harvesting lettuce in Yuma County.
Picture by Silvia Bates and SCF of Arizona.

Programs Serving Adults

Success Serving Adults

John came to Northern Arizona Council of Governments (NACOG) in December 2002 just after being released from prison. After completing vocational assessments and career counseling, John decided that he wanted to pursue a career in welding. With NACOG assistance, he completed 2 full semesters in the Welding Program at Yavapai College, with a 3.33 grade point average. He has been working part-time and is eager to obtain his welding certification. NACOG continues to support John with case management, job development and career readiness assistance as he works to achieve his goals.



Dream Catcher and Against Abuse of Casa Grande referred this single parent welfare recipient adult to the Gila/Pinal WIA program in September of '01. Her goal was to become employed and be self-sufficient so she could support her family and get off welfare. This participant successfully completed Work Readiness training at Central Arizona College (CAC) and received a certificate. She was placed in work experience training (WEX) at the Salvation Army as a Family Service Administrator. She completed and passed all competencies and was hired by the Salvation Army fulltime as Family Service Administrator. Unfortunately, due to lack of work and funding at the Salvation Army, her work hours were cut and she sought other jobs to make ends meet. She found two part-time jobs, one at Hallmark as a Retail Merchandiser and the other at Beall's Clothing Store as a Cashier. Although quite busy, this participant had the desire to build up her work skills and enrolled at CAC full-time majoring in General Management. She was given an opportunity to do another work experience at CAAG in the Casa Grande office as a Case Manager. After short-term training, CAAG hired this participant fulltime as a WIA Case Manager at \$11.03 an hour. This participant brings a positive attitude toward working with WIA participants and staff and has a great working relationship with other community agencies. She's a great asset to CAAG and WIA participants.

Programs Serving Dislocated Workers

Programs Serving Dislocated Workers

In order to assist individuals who have lost their jobs through no fault of their own, local One-Stop offices in the Arizona Workforce Connection provide re-employment and training services. Because many of these individuals are unemployed or have received a notice that they will be unemployed as a result of mass lay-offs and plant closings, state and local teams react quickly in order to ensure that the affected workers are informed of the services available to them. The first responsibility of these rapid response teams is to provide information and access to services to allow workers to transition to new employment as quickly as possible. This includes access to all three levels of services as described under the Adult Programs section.

Dislocated Worker Program Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
		Percentage	Count
Entered Employment Rate	81%	87.2%	1,791
			2,054
Employment Retention Rate	90%	89.3%	1,599
			1,791
Earnings Replacement Rate in 6 Mo.	94%	81.7%	\$18,788,956
			\$22,988,148
Employment and Credential Rate	48%	71.9%	728
			1,013

Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count
Entered Employment Rate	86.7%	209	87.0%	47	82.7%	258	87.1%	27
		241		54		312		31
Employment Retention Rate	88.5%	185	97.9%	46	86.8%	224	88.9%	24
		209		47		258		27
Earnings Replacement Rate in 6 Mo.	84.3%	\$2,585,902	89.0%	\$532,356	71.7%	\$2,414,659	101.7%	\$225,065
		\$3,065,705		\$600,841		\$3,369,896		\$221,239
Employment And Credential Rate	72.2%	83	81.0%	17	65.0%	93	81.3%	13
		115		21		143		16

Other Outcome Information for Dislocated Worker Program

Reported Information	Individuals Who Received Training Service	Individuals Who Received Only Core and Intensive Services	
		Percentage	Count
Entered Employment Rate	87.5%	86.9%	905
			1,041
Employment Retention Rate	89.6%	89.0%	805
			905
Earnings Replacement Rate in 6 Mo.	80.0%	83.4%	\$9,624,377
			\$11,534,725

Programs Serving Dislocated Workers

Success Serving Dislocated Workers

Sara is a displaced homemaker who came to Northern Arizona Council of Governments (NACOG) in August 2002. Other than being a homemaker, Sara's work history was very limited. Since working with NACOG and Arizona Women's Education and Employment (AWEE), she has been taking computer classes at Yavapai College to upgrade her skills and employability. In April, Sara began a work experience (WEX) at a local social service agency. She is learning new computer skills and many office related duties. After completing her WEX, she will work an additional 3 months in on-the-job training, then she will be hired as a permanent employee. The staff there is very happy with her performance, as documented in her progress reports. Sara is developing numerous transferable skills including utilizing different computer programs, customer service skills, and general office duties. These will be valuable for her future employability. Her confidence and income have both increased as a result of her new position.

Andrea enrolled in the Regional Employment Pre-layoff Assistance Center (REPAC) Dislocated Worker Program after being laid off from the Arizona Department of Economic Security-Family Assistance Program. She worked for over two years as a Public Service Evaluator for the state before being laid off due to budget cuts.

REPAC referred Andrea to Gila County Housing Authority. She interviewed for the position of Administrative Assistant, and was selected for the job. At the time, Andrea lived in Hayden and was commuting to Globe each day. An agreement was written between REPAC and Gila County for Andrea to do on-the-job-training (OJT). She was trained on the various day-to-day tasks involved in housing, and sent to school to receive training for a certified Section 8 Housing Eligibility Worker. Andrea has since been hired and is very excited about finding full time employment.



Crew of Dislocated Workers provided temporary employment of clean-up after the Rodeo-Chediski fire.

Programs Serving Youth

Programs Serving Youth

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

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

Older Youth Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
		Rate	Count
Entered Employment Rate	57%	64.8%	206
			318
Employment Retention Rate	79%	80.8%	202
			250
Earnings Change in Six Months	\$2,454	\$2,923	\$657,585
			225
Credential Rate	39%	49.2%	192
			390

Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
	Rate	Count	Rate	Count	Rate	Count	Rate	Count
Entered Employment Rate	62.7%	37	100%	2	56.3%	9	75.8%	113
		59		2		15		149
Employment Retention Rate	75.6%	31	100%	2	66.7%	6	84.9%	124
		41		2		9		146
Earnings Change in Six Months	\$3,429	\$123,448	\$5,481	\$10,962	\$732	\$5,852	\$3,240	\$430,899
		36		2		8		133
Employment And Credential Rate	47.3%	35	50.0%	2	66.7%	14	52.8%	104
		74		4		21		197

Programs Serving Youth

Younger Youth Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
		Percentage	Count
Skill Attainment Rate	64%	82.3%	4,105
			4,989
Diploma or equivalent Attainment Rate	49%	42.1%	386
			917
Retention Rate	54%	52.6%	333
			633

Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
	Percentage	Count	Percentage	Count	Percentage	Count
Skill Attainment Rate	75.2%	354	86.8%	782	66.0%	243
		471		901		368
Diploma or equivalent Attainment Rate	40.4%	40	33.8%	75	25.8%	8
		99		222		31
Retention Rate	45.2%	38	49.5%	48	66.3%	63
		84		97		95

Programs Serving Youth

Success Serving Youth

Eric is a youth from a low-income family with transportation difficulties. Eric participated in job readiness training and had done very well. He was hired for a work experience position through the summer component of the youth program, which would involve him commuting from his Prescott Valley home to his work at a school in Mayer/Spring Valley, some distance away. The family car was old and unreliable, but was nonetheless used by his mother to go to work in a community in the opposite direction of Eric's placement. The week that Eric was to start his placement, the car broke down. Eric contacted his case manager, obviously upset and frustrated, but NACOG staff came up with a solution. Staff coordinated with the local transit company to provide Eric a free pass on its shuttle for transportation to and from work for the duration of his work experience. With this assistance, Eric was able to complete his work experience. He excelled in all areas of his job readiness and work experience objectives and was grateful for the assistance and training provided to him.



One of Coconino County's "Graffiti Jr. Rangers". These 14 and 15 year olds removed graffiti from the rocks at Lake Powell working with the National Park Service.

When Brad walked into the Cottonwood Job Service office on November 6, 2000, he was very excited about going to Job Corps. He said he wanted a successful career where he could be self-sufficient and happy with what he was doing.

He chose to attend the Fred Acosta Job Corps Center in Tucson and entered the Electrical Wiring training program. Brad exceeded his own expectations! He not only completed Electrical Wiring, but he went on to attend Pima College where he took a course to get his commercial driver's license. On May 11, 2002, he entered the U.S. Army and completed training as a Cable System Installer/Maintainer. He is currently stationed in Hiltenburg, Germany and will be there for the next two years operating and maintaining radio communication equipment. Brad credits his teacher, Mr. Fred Dorfman, the staff at Fred Acosta Job Corps, his math tutor at Pima College, and the Cottonwood Job Service staff. Brad to date, November 5, 2003, is serving his country in the United States Marine Corp, stationed in Germany.

Programs Serving Youth



Indian Nations Camp youth performing traditional dances.

Jose is a hearing impaired youth from a low-income, limited-English speaking family. He is in a special education program and some adaptive classes at a local public high school. He is able to communicate through sign language, reading lips and some oral articulation in both English and Spanish, but needed some accommodation for his hearing disability in a work situation. NACOG arranged for Jose to be placed at a local YMCA camp through the WIA youth program. He was also placed with a bilingual staff person who had experience working with disabled youth. He successfully completed his work readiness and work experience goals. Through his work experience at the camp, Jose demonstrated his ability to be a hard, capable worker. With his positive work attitude and behavior, he was very well liked by staff and campers, and gained immeasurable self-esteem. He is now working on his educational goal, with a focus on successfully completing 10th grade.



Members of the Indian Nation Youth Camp.

The youth participant was six months pregnant and single at the time of her enrollment in the Gila/Pinal WIA program. She was interested in nursing and enrolled in the Certified Nurses' Aide program at Pima Community College at Gila Pueblo Campus and received her certificate. She also received her certification in Phlebotomy. This youth is now employed fulltime as a Certified Nurses' Aide/Phlebotomist at Claypool Medical Center making \$7.00 an hour.

Strategic Partnerships/Collaborations

Strategic Partnerships/Collaborations

Apache County

Apache County's Youth In Education for Success (YES) Program was implemented after One-Stop informational interviews with youth demonstrated their need for Basic Education and occupational skills. Planners of YES included the county's One-Stop partners, White Mountain Academy, Round Valley High School, and NAVIT (a regional program for vocational training in conjunction with high school enrollment). Funding for YES was shared by each of these entities. Ten youth between 14 and 18 years of age were enrolled in the YES inaugural program, following an outreach campaign that included brochures developed and distributed by the Apache County Workforce Partnership. The goal of YES was two-fold: (1) to provide at risk students a combination of basic education preparation and occupational skills through work experience, and (2) to provide local employers exposure to motivated youth.

Through planning and frequent monitoring of progress, One-Stop case managers were able to address student barriers affecting YES program completion. Students were placed in paid work experiences with local employers, who were obliged to attend an orientation about YES before students began working and training at their business locations. Students also attended GED preparation classes in conjunction with their work experiences. Of the ten students who started YES, six received their GED and the same number found unsubsidized employment upon program completion. Overall, collaborators found YES to be a win for all stakeholders involved, and the project will be expanded in the next program year.

City Of Phoenix

The Greater Phoenix ERISS Labor Market Survey of 2001 validated the lack of awareness among employers regarding workforce development programs through the One-Stop Career Center system. Approximately 64% of the employers surveyed said they had no knowledge of, nor had they taken advantage of, One-Stop programs or services. In response to these results, the Phoenix Workforce Connection (PWC) Board initiated a marketing strategy in PY 2002 to enhance awareness of PWC's programs, as well as develop recognition of the name and logo for PWC among the City's employers and job seekers. Staff representing the PWC, Maricopa Workforce Connection (MWC), the City of Phoenix Community Economic Development Department, and the City's local workforce investment board members participated in the planning and design of marketing materials. These materials included brochures and other collateral materials; a video presentation targeted for the business community; an information phone line, and advertisements placed in movie theaters and other public places.

During the same time period, staff from the various state and regional workforce agencies and their partners were in discussions to better coordinate One-Stop system business services. Each of the two groups of collaborators then decided to combine forces to create a single partnership focused on ways to better serve the economic and workforce needs of the *larger* business community. For its part, the PWC Board set aside \$100,000 for the expanded marketing initiative. Other partners contributed a great deal of time and expertise.

Strategic Partnerships/Collaborations

As the broader marketing initiative began to evolve, awareness of One-Stop employment and business services among employers and job seekers grew. Evidenced by the annual usage of One Stop Centers, along with customer surveys of employers and job seekers, the initiative has proven to be a successful means of information delivery about workforce services in the state.

Cochise County

Cochise County's Employment Training Connection (ETC) is a partnership formed in PY 2002 that consists of three One-Stop partners: Cochise County Workforce Development, Cochise Community College, the DES Employment Security Administration, and two military partners: Army Community Services (ACS) and the Army Career and Alumni Program (ACAP). Cochise County is a large rural area with limited resources, and is home to the U.S. Army's Fort Huachuca, the county's largest employer, with a total workforce of more than 12,300. This represents 30% of the workforce for all of Cochise County. The ETC represented an effort to increase and enhance workforce development services through resource sharing among key employers and organizations that assist job seekers.

One of the first tasks of the ETC was to identify the various job search and employment readiness skills needed to support both job seekers and employers in the community. Capitalizing on each partner agency's area of expertise, a series of workshops was designed and delivered free of charge by ETC partner agencies to both military and civilian personnel. Workshops included instruction in interviewing skills, resume writing, and job search techniques, and often included local employers as guest speakers to provide information on their latest job recruiting efforts. This has been especially useful to Department of Defense contractors, who were able to fill many positions requiring specific military-related occupational skills. Other ETC-sponsored activities such as job fairs and new job search web sites have also contributed to improved employment opportunities in Cochise County.

ETC will continue to evaluate and update its workshops, as well as broaden its outreach to other community partners, to fully support workforce development for all segments of its community.

Coconino County

When formed in PY 2002, the mission of the Coconino Rapid Response Task Force (CRRTF) centered on proactive service to employers and employees by connecting them with customized resources that prevent or minimize the effect of worker layoffs or business closures. Members of CRRTF included One-Stop partners, Workforce Investment Board (WIB) members, community business leaders, nonprofit agencies and One-Stop customers. Through monthly meetings, CRRTF members discussed impending business closures and developed an intervention strategy unique to each closure. Because of the variety and levels of expertise among members, CRRTF was able to offer prevention advice to an employer, and help an employer respond to employees retained after a layoff.

Strategic Partnerships/Collaborations

CRRTF sponsored a community job fair, and has included a directory of community employment services and employers with job openings as part of its rapid response process. As a result, the workforce development system in Coconino County has gained stature in the community and CRRTF events have received increasing media coverage. After each event, CRRTF members are debriefed regarding its effectiveness as part of a continuous improvement process.

Due to its unique approach to employer and employee assistance, as well as the expertise of its members, CRRTF is looked upon as one of the county's lead organizations for workforce development innovation.

La Paz County

In rural LaPaz County, the community need for Adult Education services is quite pronounced as supported by the following statistics:

- ◆ There has been a 20% reduction in overall per-student funding in the past two years.
- ◆ The dropout rate at Parker High School (one of the area's largest high schools) is 32%, and among Native American students, the rate is 38%.
- ◆ Overall, Arizona ranks 50th in student funding and 49th nationwide in dropout rates.

These recent statistics support the long-standing need for a multi-location General Education Diploma (GED) program and other adult education classes in the county. In PY 2002, several agencies were involved in discussions concerning expansion of adult education offerings, particularly those that targeted the Spanish speaking population residing in the Wenden-Salome area.

Community leaders from Arizona Western College, Wenden Elementary School, Salome High School, and the LaPaz Career Center pooled financial, staff, and equipment resources to develop an evening English as a Second Language (ESL) program. The program not only took a holistic approach to each student – setting goals for each one based on educational, occupational, and personal history – but built in periodic assessments of each student's progress as well as accountability among the organizations directly involved in the ESL training.

Through sound, single-minded efforts, the developers of the ESL program have afforded LaPaz County's Spanish speakers the best opportunity for education and employment gains.

Mohave County

General Education Diploma (GED) preparation and Adult Basic Education are critically important to many of the customers who enter the Mohave County One-Stop Center. Although Mohave Community College (MCC) has long been the county's provider for such training, the college adheres to a fixed schedule of classes that are located some distance from the One-Stop, as well as the County's Probation Department. These circumstances made such classes out of reach for many clients. One-Stop and County Probation staff voiced their concerns before the Local Workforce Investment Board (LWIB). The result was development of a formal partnership initiative among the One-Stop Center, County Probation, and Mohave Community

Strategic Partnerships/Collaborations

College to create a flexible and convenient adult education delivery system at the One-Stop Center.

Representatives from the three entities met to formulate a Memorandum of Understanding to spell out roles, responsibilities, and resource sharing to create an open-entry, open-exit One-Stop Skills Center. The function of the Center was to facilitate GED and basic education instruction. Clients could then begin their studies at any time, and those pursuing a GED were enrolled as MCC students.

The long-term goal of the One-Stop Skills Center is to offer a menu of flexible academic and vocational classes to meet customer needs. Other community partners such as Northern Arizona University (NAU), have recently joined this effort. NAU's Educational Opportunities Center contributes weekly staff time at the One Stop to work with clients in a number of capacities and has agreed to fund GED testing for One-Stop clients.

Navajo County

From January to March 2003, a series of discussions took place among representatives from the state's WIA, Jobs, and ESA programs, as well as Northland Pioneer College. Discussions focused on addressing a significant need for basic education and General Education Diploma (GED) preparation among youth in the Show Low area. From these initial discussions, the GED PLUS program was instituted in Navajo County.

The most unique and ultimately most successful part of the GED PLUS program was its integration of work readiness skills with GED preparation. Youth enrolled in the program through the local One-Stop office. They began each day at Northland Pioneer College in a one-hour work-readiness class covering such skills as decision-making, employer expectations, and personal budgeting. This was followed by three hours of GED instruction that addressed all five subject areas as tested on the GED proficiency exam. Students were enrolled in GED PLUS for six weeks and received a graduated support stipend as each week's studies were completed successfully.

Partners in the GED PLUS collaborative actively sought the recommendations of area employers and chambers of commerce concerning training design and, as a result, the GED PLUS program was and continues to be successful for all stakeholders. Of the first class of 11 enrollees, 7 completed work readiness, 3 earned a GED, 6 found employment, and 4 are continuing their GED preparation.

Nineteen Tribal Nations Local Workforce Investment Area

Tohono O'odham Nation

The Tohono O'odham Nation (TON) is the second largest Native American tribe in the United States. The reservation stretches across 2.8 million acres in Southern Arizona and there are over 36,000 enrolled tribal members. On the reservation, the Employment and Training (E&T) Program plays a vital role in the employment and personal successes of its clients, and is the primary source of staff development for the One-Stop system.

Strategic Partnerships/Collaborations

Through multi-faceted collaborations within the TON and strong linkages with other Native American tribes throughout the state, the E & T Program provides a broad base of social services to an ever-increasing number of clients. TON's geographic isolation also obliges E&T staff to go beyond the reservation's borders to seek employment opportunities in the Phoenix and Tucson metropolitan areas for those clients willing to work off the reservation. There are other unique elements of the E&T Program that have contributed to its success: (1) clients' completion of various goals established in their individual employment plans are publicly celebrated in the One-Stop Center; (2) staff are required to make new community contacts each month and attend a minimum number of training workshops annually; (3) clients are surveyed at various stages of enrollment to ensure that the services being provided adequately address their needs; and (4) staff members are routinely called upon to serve as project leads to build their planning and communication skills.

Pascua Yaqui Tribe

The Pascua Yaqui Tribe (PYT) resides in a rural community southeast of Tucson. The tribal population consists of approximately 13,000 members. Workforce development services are administered through the tribal Human Resources Department.

The PYT recognized that there were barriers and cultural considerations specific to tribal members that had to be taken into account when assessing clients for WIA services. In an effort to identify these considerations and to plan future service strategies, PYT began a process in PY 2001 that calls for tribal demographic information and results of customer satisfaction surveys to be systematically examined. The examinations then serve as the basis for developing service delivery "models." Both economic development and educational agencies within the tribe are partners with WIA in advancing this "models" initiative.

Using the various service models as benchmarks, staff from each partner entity will be trained in an integrated approach to provision of services. PYT fully anticipates that through this approach, customer service will be enhanced, service duplication will be reduced, and overall program operations for each partners' programs will become more efficient and cost effective.

Pima County

Pima County established the Rewarding Youth Achievement (RYA) initiative to encourage youth from disadvantaged backgrounds to strive for excellence in all aspects of their lives. Through a grant proposal to the U.S. Department of Labor by the County's Youth Opportunity (YO) movement, funds were awarded for the RYA initiative. The YO movement is comprised of Pima County One-Stop partners and many youth service providers. Once the federal grant was awarded to Pima County, YO partners collaborated with local employers, Pima Community College, and other entities to accomplish the following through the RYA initiative:

- ◆ Enhance summer jobs to youth.
- ◆ Offer youth summer classes in math and science
- ◆ Provide mentoring and leadership development to youth throughout the school year.

Strategic Partnerships/Collaborations

Fundamental to the RYA initiative was the belief that low-income youth who are successful students and committed volunteers comprise an important segment of the One-Stop customer base. RYA eligible youth were enrolled through the One-Stop system and divided into cohorts of 25 students aged sixteen and older with various career aspirations. Three tracks fostered career aspirations through exposure to the professional world. Youth with an interest in the legal field enrolled in Courts-R-Us; youth with an interest in emergency health occupations enrolled in the emergency services track; and two college-bound youth cohorts enrolled in a work experience program on the University of Arizona campus. All youth in each career track attended a career academy that explored career fields and imparted work-related skills.

Post-secondary institutions, industry training providers, and real-world professionals were all involved in showing youth from disadvantaged backgrounds a world of opportunity and challenged them with high expectations. Employers responded positively to the opportunity to host youth and each employer worked hard to develop rich work experiences for their youth interns.

In all, 638 youth were engaged in the summer and year-round opportunities made available through RYA. Of these youth, 484 completed at least one three-week career academy and 248 completed a four-week summer internship. Over the long term, the RYA initiative is expected to lead to increased college enrollments and improved WIA performance outcomes.

Santa Cruz County

Large numbers of youth and adults in Santa Cruz County do not complete school due to poverty, social deprivation, and cultural differences. For these reasons, the Santa Cruz County Workforce Development Team was committed to bringing all stakeholders in the workforce system together to develop a sustainable, inclusive workforce. The team, composed of employers, educators, government representatives, local board members, and other community decision makers worked collaboratively to provide a host of mentoring and training opportunities for One-Stop participants. Occupational training coupled with one-on-one personal support were provided to participants to assist them with the transition to gainful employment. Graphic arts, photography, and nursing were among the training opportunities available.

The Workforce Development Team initiative resulted in increased employment rates for participants and a greater worker retention rate among area businesses. Most importantly, the initiative has raised the awareness of business leaders concerning the untapped potential within the county's labor force.

Yuma County

The Yuma Workforce Investment Board (WIB) believes in the importance of partnerships and collaboration with other agencies in Yuma County. In PY 2002, two projects exemplified this commitment. The first of these projects was the Wage and Labor Demand Study. Agencies representing county and city governments, schools, and the business community were involved.

Strategic Partnerships/Collaborations

Recognizing that Yuma County and sub-county wage and other employment data was often difficult to obtain and lacked comprehensiveness, the partners in the project wanted to fill the gaps in existing data. By engaging the help of a number of consultants, a survey was developed and distributed to 225 businesses with 50 or more employees identified by project partners.

Once survey results were obtained, project partners used the results to begin development of their second project – the Yuma Data Bank.

Using survey results, project partners began developing a database that would serve as the impetus for the Yuma Data Bank web site. The Data Bank underwent development over the course of several months, and on September 24, 2003, the new web site – www.yumadata.com – was unveiled at the Yuma Workforce Investment Board meeting. The web site is now available to the general public and is particularly useful to employers who are considering locating their businesses to Yuma County. Partners continue to review and update the web site, and provide updates to the Yuma WIB.

Challenges, Successes and Plans for the Future

Challenges, Successes, and Plans for the Future

WIA Performance Outcomes

Program Year 2002 (July 1, 2002 through June 30, 2003) represented Arizona's third year of operating employment and training programs under the Workforce Investment Act (WIA). As such, it was a year when previous experience played a key role in achieving performance goals.

PY 2002 represents the first time since WIA implementation that the state met or exceeded the fifteen core performance measures for all WIA participant categories – adults, youth, and dislocated workers. This was due in no small measure to more frequent, tactical analysis of performance data to determine the various causes of low performance results. Through data analysis, Workforce Development Administration (WDA) staff identified and successfully addressed multiple factors that adversely impacted performance results. They included: (1) local data entry errors or omissions; (2) the lack of sufficient edit checks and reporting capabilities in the state's participant tracking system; and (3) local program management strategies (e.g. timing of WIA participant enrollments and exits, as well as co-enrollments) that hindered positive outcomes. As the state transitions to its *new* internet-based system (*Virtual One-Stop*) for tracking participant activities, expectations are that performance results will reflect not only the move toward improved technology, but programmatic lessons learned over the past three years as well.

Program Innovation

Workforce system success goes hand in hand with agency partnerships and mutual accountability. This idea became the impetus behind a collaboration between the state's TANF program and the WIA program. Often, individuals recently employed through help from the TANF program, struggle to retain employment due to job-related expenses that can well exceed their starting wages and overwhelm an already strained TANF budget. By searching the state's WIA and TANF databases, recently employed TANF clients who were previously enrolled in a WIA program, were identified and provided employment retention services using WIA statewide funds. This "demonstration" partnership, the first of its kind in the state, provided support services such as gasoline vouchers, child care, clothing, and work tools to keep clients working and supporting their families. Through shared funding, the WIA and TANF programs statewide were able to help many more individuals stay employed, while sharing in improved performance outcomes related to employment retention.

Training Options

In response to the need for broader training options for eligible WIA participants, the state's Eligible Training Provider Work Group devised policies and instituted a process whereby training programs offered via Internet could be approved to the state's eligible training provider list. To be eligible for inclusion on the state list, a distance learning program must provide for occupational training leading to a certificate or credential, and must be offered through an Arizona-based institution. Approval of distance learning programs offered by out-of-state

Challenges, Successes and Plans for the Future

institutions will hinge on the degree to which such training relates to occupations in demand around the state.

Changing Landscape

As PY 2002 came to a close, the Workforce Development Administration, like other state workforce agencies, became part of a Department of Economic Security (DES) initiative to streamline and make more cost effective, workforce programs that serve those seeking suitable employment. This challenge continues as DES moves to reorganize the Workforce Development Administration (WIA activities), Employment Security Administration (Labor Exchange/Unemployment Insurance activities), and the Jobs Administration (TANF Employment and Training activities) into a single workforce organization serving all customer segments, while effectively maintaining service quality, program operations, and financial commitments.

WIA Re-authorization

Experience has shown that a comprehensive workforce system is possible, but takes time to develop and improve upon. Re-authorization of the Workforce Investment Act provides an opportunity to build upon the successes realized under the original Act to ensure that Arizona continues to bring cohesiveness and prosperity to all those associated with its workforce system. WIA Re-authorization is expected by July 1, 2004. With it will come challenges for local area WIA programs, as well as state-level operations. One of the biggest challenges will be the switch to eight performance measures, instead of the current seventeen measures, that will be common to multiple One-Stop partner programs. There are implications that this switch to eight measures will mean major modifications in the data collection and reporting of One-Stop client activities.

The re-authorized Act is also expected to include provisions calling for the One-Stop infrastructure to be funded through contributions from each One-Stop partner; a stronger role and more diverse representation among business-led state board members; and greater latitude for Governors in each state to strategically align partner programs that build a more seamless and comprehensive workforce development system.

Evaluation of Workforce Investment Activities

Evaluation of Workforce Investment Activities

As part of a technical assistance (TA) strategy began in PY 2001, the Workforce Development Administration (WDA) continued to use results from a statewide survey of local One-Stops to provide targeted training and technical assistance in PY 2002. Considerable staff resources throughout PY 2002 were focused on examining and rectifying performance-related issues that were identified in the survey, and which may have caused local WIA performance levels to consistently fall short of expected outcomes. WDA staff from business operations, field operations, planning and program development, and technical support were involved in the actual TA process. The process consisted of three phases:

➤ Phase 1

WDA reviewed Monthly Performance Reports of WIA participant activities, as well as Edit Check Reports based on each local area's monthly data submissions, to ascertain potential performance-related problems.

➤ Phase 2

WDA Field Operations Staff visited local staff on site to discuss any and all performance issues identified in Phase 1. Often, a performance issue involved examining both programmatic and MIS practices. Therefore, these visits included discussions with local WIA staff in multiple departments at various levels of responsibility.

➤ Phase 3

Following an on-site visit, WDA Field Operations Staff were in regular contact with local staff to monitor progress. In the event a performance issue was not resolved at this point, WDA arranged for follow-up meetings and formal training as appropriate, so that local staff were able to successfully address the issue. If the performance issue appeared to impact multiple LWIAs, WDA arranged for statewide training.

In addition to local performance, WDA has focused on provision of services to the WIA Older and Younger Youth populations who, according to the PY 2001 survey, are among the hardest to recruit and retain in the program. WDA staff designed and delivered multiple trainings throughout the state in PY 2002 on the state's youth skill attainment system. The Department of Labor (DOL) also developed a performance enhancement plan for Arizona targeted at youth programs. DOL's plan played a pivotal role in educating state and local staff regarding the impact that contract provisions, data collection, and program management strategies can have on youth recruitment and retention.

The re-authorization of WIA anticipated in July 2004 will call for changes in WIA program operations statewide. As such, workforce investment activities will have to be re-examined in PY 2004 to ensure their alignment with provisions of the re-authorized Act.

Performance Tables

Performance Tables

Table A: Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	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	70	63.61	753	4057	2289	33
Employers	68	72.76	452	2197	976	46

Table B: Adult Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	67%	72.5%	2,134 2,945
Employment Retention Rate	82%	82.0%	2,164 2,638
Earnings Change in Six Months	\$2,700	\$3,405	\$8,284,884 2,433
Employment and Credential Rate	47%	64.5%	770 1,193

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	49.5%	155 313	75.1%	199 265	62.7%	136 217	75.1%	154 205
Employment Retention Rate	75.4%	132 175	80.4%	185 230	74.7%	121 162	77.7%	136 175
Earnings Change in Six Months	\$2,176	\$354,612 163	\$4,183	\$895,174 214	\$3,175	\$488,983 154	\$2,838	\$451,263.00 159
Employment And Credential Rate	48.0%	72 150	69.8%	81 116	66.7%	50 75	68.4%	54 79

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	75.4%	708	71.1%	1,426
		939		2,006
Employment Retention Rate	82.6%	770	81.7%	1,394
		932		1,706
Earnings Change in Six Months	\$2,093	\$1,835,123	\$4,145	\$6,449,761
		877		1,556

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

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	81%	87.2%	1,791
			2,054
Employment Retention Rate	90%	89.3%	1,599
			1,791
Earnings Replacement Rate in 6 Mo.	94%	81.7%	\$18,788,956
			\$22,988,148
Employment and Credential Rate	48%	71.9%	728
			1,013

Table F: Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	86.7%	209	87.0%	47	82.7%	258	87.1%	27
		241		54		312		31
Employment Retention Rate	88.5%	185	97.9%	46	86.8%	224	88.9%	24
		209		47		258		27
Earnings Replacement Rate in 6 Mo.	84.3%	\$2,585,902	89.0%	\$532,356	71.7%	\$2,414,659	101.7%	\$225,065
		\$3,065,705		\$600,841		\$3,369,896		\$221,239
Employment And Credential Rate	72.2%	83	81.0%	17	65.0%	93	81.3%	13
		115		21		143		16

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	87.5%	886	86.9%	905
		1,013		1,041
Employment Retention Rate	89.6%	794	89.0%	805
		886		905
Earnings Replacement Rate in 6 Mo.	80.0%	\$9,164,579	83.4%	\$9,624,377
		\$11,453,423		\$11,534,725

Performance Tables

Table H: Older Youth Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	57%	64.8%	206 318
Employment Retention Rate	79%	80.8%	202 250
Earnings Change in Six Months	\$2,454	\$2,923	\$657,585 225
Credential Rate	39%	49.2%	192 390

Table I: Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	62.7%	37	100%	2	56.3%	9	75.8%	113
		59		2		15		149
Employment Retention Rate	75.6%	31	100%	2	66.7%	6	84.9%	124
		41		2		9		146
Earnings Change in Six Months	\$3,429	\$123,448	\$5,481	\$10,962	\$732	\$5,852	\$3,240	\$430,899
		36		2		8		133
Employment And Credential Rate	47.3%	35	50.0%	2	66.7%	14	52.8%	104
		74		4		21		197

Table J: Younger Youth Results At-a-Glance

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	64%	82.3%	4,105 4,989
Diploma or equivalent Attainment Rate	49%	42.1%	386 917
Retention Rate	54%	52.6%	333 633

Table K: Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	75.2%	354	86.8%	782	66.0%	243
		471		901		368
Diploma or equivalent Attainment Rate	40.4%	40	33.8%	75	25.8%	8
		99		222		31
Retention Rate	45.2%	38	49.5%	48	66.3%	63
		84		97		95

Performance Tables

Table L: Other Reported Information

	12 Month Employment Retention Rate		12 Month Earnings Change (Adults and Older Youth) or 12 Month Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages at Entry Into Employment for those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of those who Completed Training Services	
Adults	73.4%	1,510	\$1,908	\$3,495,968	2.16%	46	\$4,013	\$8,038,991	38.99%	262
		2,058		1,832		2,134		2,003		672
Dislocated Workers	81.0%	882	87.8%	\$10,320,792	1.40%	25	\$5,734	\$9,765,312	37.90%	329
		1,089		\$11,754,621		1,791		1,703		868
Older Youth	76.5%	169	\$2,910	\$613,913	0.00%	0	\$2,292	\$440,096		
		221		211		206		192		

Table M: Participation Level

	Total Participants Served	Total Exiters
Adults	6,470	3,355
Dislocated Workers	5,070	2,229
Older Youth	1,145	529
Younger Youth	4,871	1,947

Table N: Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		\$12,893,992
Local Dislocated Workers		\$6,163,646
Local Youth		\$15,246,358
Rapid Response (up to 25%) §134 9a) (2) (A)		\$2,483,308
Statewide Required Activities (up to 15%) §134 (a) (2) (B)		\$6,111,448
Statewide Allowable Activities §134 (a) (3)	Eligible Training Provider List	\$74,975
	Incentive Funds	\$25,000
	Technical Assistance and Capacity Building	\$324,695
	Labor Market Information	\$50,448
	High Concentrations of Eligible Youth	\$19,284
	Displaced Homemaker	\$0
	Statewide Information Technology System	\$0
Total of All Federal Spending Listed Above		\$43,393,154

Performance Tables

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

Local Area Name	Total Participants Served	Adults	12	
		APACHE COUNTY	Dislocated Workers	723
	Older Youth	2		
	Younger Youth	21		
ETA Assigned #	Total Exitters	Adults	11	
<u>4060</u>		Dislocated Workers	280	
		Older Youth	2	
		Younger Youth	11	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	55%	81.3%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	55%	100.0%	
Retention Rate	Adults	55%	92.3%	
	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	\$3,488	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	\$2,536	\$761	
Credential/Diploma Rate	Adults	44%	85.7%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	37%	100.0%	
	Younger Youth	44%	57.1%	
Skill Attainment Rate	Younger Youth	61%	87.5%	
Other State Indicators of Performance		N/A	N/A	
Overall Status of Local Performance		Not Met	Met	Exceed
		1	1	13

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

Performance Tables

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

Local Area Name	Total Participants Served	Adults	2,236
		CITY OF PHOENIX	Dislocated Workers
	Older Youth	218	
	Younger Youth	944	
ETA Assigned #	Total Exitters	Adults	1,084
<u>4025</u>		Dislocated Workers	714
		Older Youth	84
		Younger Youth	247
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	See Table A	
	Employers		
Entered Employment Rate	Adults	78%	78.5%
	Dislocated Workers	86%	90.6%
	Older Youth	62%	64.7%
Retention Rate	Adults	88%	78.1%
	Dislocated Workers	94%	89.8%
	Older Youth	84%	80.8%
	Younger Youth	57%	67.1%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,528	\$2,934
	Dislocated Workers	93%	81.3%
	Older Youth	\$3,087	\$2,733
Credential/Diploma Rate	Adults	51%	49.4%
	Dislocated Workers	54%	65.2%
	Older Youth	45%	43.6%
	Younger Youth	57%	45.6%
Skill Attainment Rate	Younger Youth	74%	69.5%
Other State Indicators of Performance		N/A	N/A
Overall Status of Local Performance		Not Met	Met
			10
			5

Performance Tables

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

Local Area Name	Total Participants Served	Adults	178
		COCHISE COUNTY	Dislocated Workers
	Older Youth	33	
	Younger Youth	112	
ETA Assigned #	Total Exiters	Adults	87
<u>4005</u>		Dislocated Workers	28
		Older Youth	16
		Younger Youth	50
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	See Table A	
	Employers		
Entered Employment Rate	Adults	65%	72.2%
	Dislocated Workers	83%	87.9%
	Older Youth	69%	61.5%
Retention Rate	Adults	82%	86.2%
	Dislocated Workers	90%	86.2%
	Older Youth	77%	87.5%
	Younger Youth	56%	57.1%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,197	\$5,096
	Dislocated Workers	97%	86.4%
	Older Youth	\$2,756	\$2,800
Credential/Diploma Rate	Adults	47%	74.7%
	Dislocated Workers	50%	58.6%
	Older Youth	41%	58.8%
	Younger Youth	51%	70.8%
Skill Attainment Rate	Younger Youth	66%	98.0%
Other State Indicators of Performance		N/A	N/A
Overall Status of Local Performance		Not Met	Met
			3
			12

Performance Tables

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

Local Area Name	Total Participants Served	Adults	82
		COCONINO COUNTY	
Older Youth	12		
Younger Youth	89		
ETA Assigned #			
<u>4065</u>	Total Exitters	Adults	40
		Dislocated Workers	34
		Older Youth	7
		Younger Youth	58
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	See Table A	
	Employers		
Entered Employment Rate	Adults	64%	62.5%
	Dislocated Workers	77%	68.8%
	Older Youth	58%	57.1%
Retention Rate	Adults	67%	92.3%
	Dislocated Workers	96%	90.9%
	Older Youth	84%	83.3%
	Younger Youth	56%	34.5%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,977	\$2,911
	Dislocated Workers	101%	140.9%
	Older Youth	\$2,977	\$1,392
Credential/Diploma Rate	Adults	47%	58.8%
	Dislocated Workers	50%	64.3%
	Older Youth	41%	70.0%
	Younger Youth	51%	72.7%
Skill Attainment Rate	Younger Youth	66%	71.0%
Other State Indicators of Performance		N/A	N/A
Overall Status of Local Performance		Not Met	Met
		2	6
			7

Performance Tables

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

Local Area Name GILA/PINAL COUNTIES	Total Participants Served	Adults	203
		Dislocated Workers	723
		Older Youth	61
		Younger Youth	103
ETA Assigned # <u>4010</u>	Total Exitters	Adults	93
		Dislocated Workers	280
		Older Youth	30
		Younger Youth	45
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	See Table A	
	Employers		
Entered Employment Rate	Adults	64%	84.1%
	Dislocated Workers*	See REPAC - Table O	
	Older Youth	55%	78.9%
Retention Rate	Adults	87%	82.4%
	Dislocated Workers*	See REPAC - Table O	
	Older Youth	86%	87.5%
	Younger Youth	56%	57.1%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,867	\$3,825
	Dislocated Workers*	See REPAC - Table O	
	Older Youth	\$2,977	\$5,606
Credential/Diploma Rate	Adults	47%	67.3%
	Dislocated Workers*	See REPAC - Table O	
	Older Youth	41%	60.0%
	Younger Youth	51%	87.5%
Skill Attainment Rate	Younger Youth	66%	82.9%
Other State Indicators of Performance		N/A	N/A
Overall Status of Local Performance		Not Met	Met
			2
			13

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

Performance Tables

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

Local Area Name	Total Participants Served	Adults	82	
		GRAHAM COUNTY	Dislocated Workers	723
	Older Youth	39		
	Younger Youth	67		
ETA Assigned #	Total Exitters	Adults	0	
<u>4015</u>		Dislocated Workers	280	
		Older Youth	2	
		Younger Youth	6	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	55%	46.2%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	45%	40.0%	
Retention Rate	Adults	70%	84.6%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	69%	100.0%	
	Younger Youth	56%	66.7%	
Earnings Change/Earnings Replacement in Six Months	Dislocated Workers*	See REPAC - Table O		
	Adults	\$3,087	\$3,837	
	Older Youth	\$2,205	\$2,916	
Credential/Diploma Rate	Adults	47%	47.6%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	41%	50.0%	
	Younger Youth	51%	33.3%	
Skill Attainment Rate	Younger Youth	66%	95.7%	
Other State Indicators of Performance		N/A	N/A	
Overall Status of Local Performance		Not Met	Met	Exceed
		1	3	11

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

Performance Tables

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

Local Area Name	Total Participants Served	Adults	16	
		GREENLEE COUNTY	Dislocated Workers	723
	Older Youth	6		
	Younger Youth	16		
ETA Assigned #	Total Exitters	Adults	3	
<u>4020</u>		Dislocated Workers	280	
		Older Youth	3	
		Younger Youth	1	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	55%	0.0%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	55%	100.0%	
Retention Rate	Adults	55%	No Exitters	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	55%	100.0%	
	Younger Youth	53%	0.0%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,205	No Exitters	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	\$2,095	\$9,136	
Credential/Diploma Rate	Adults	44%	No Exitters	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	37%	100.0%	
	Younger Youth	44%	No Exitters	
Skill Attainment Rate	Younger Youth	61%	100.0%	
Other State Indicators of Performance		N/A	N/A	
Overall Status of Local Performance		Not Met	Met	Exceed
		6	1	8

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

Performance Tables

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

Local Area Name	Total Participants Served	Adults	886	
		MARICOPA COUNTY	Dislocated Workers	1,060
	Older Youth	124		
	Younger Youth	928		
ETA Assigned #	Total Exitters	Adults	363	
<u>4035</u>		Dislocated Workers	404	
		Older Youth	76	
		Younger Youth	647	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	83%	75.2%	
	Dislocated Workers	87%	90.3%	
	Older Youth	60%	77.8%	
Retention Rate	Adults	92%	83.8%	
	Dislocated Workers	99%	87.4%	
	Older Youth	84%	77.3%	
	Younger Youth	58%	35.6%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,749	\$4,216	
	Dislocated Workers	99%	76.0%	
	Older Youth	\$2,756	\$2,021	
Credential/Diploma Rate	Adults	51%	82.0%	
	Dislocated Workers	55%	83.6%	
	Older Youth	45%	70.6%	
	Younger Youth	58%	18.8%	
Skill Attainment Rate	Younger Youth	77%	82.7%	
Other State Indicators of Performance		N/A	N/A	
Overall Status of Local Performance		Not Met	Met	Exceed
		4	3	8

Performance Tables

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

Local Area Name MOHAVE/LA PAZ COUNTIES	Total Participants Served	Adults	124	
		Dislocated Workers	723	
		Older Youth	51	
		Younger Youth	173	
ETA Assigned # <u>4070</u>	Total Exitters	Adults	56	
		Dislocated Workers	280	
		Older Youth	29	
		Younger Youth	85	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	79%	68.8%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	62%	69.2%	
Retention Rate	Adults	79%	75.6%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	86%	66.7%	
	Younger Youth	57%	57.7%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,756	\$3,005	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	\$1,874	\$2,721	
Credential/Diploma Rate	Adults	47%	43.8%	
	Dislocated Workers*	See REPAC - Table O		
	Older Youth	41%	42.1%	
	Younger Youth	66%	34.4%	
Skill Attainment Rate	Younger Youth	50%	79.3%	
Other State Indicators of Performance		N/A	N/A	
Overall Status of Local Performance		Not Met	Met	Exceed
		2	4	9

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

Performance Tables

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

Local Area Name	Total Participants Served	Adults	69
		NAVAJO COUNTY	Dislocated Workers
	Older Youth	35	
	Younger Youth	43	
ETA Assigned #	Total Exitters	Adults	51
<u>4075</u>		Dislocated Workers	280
		Older Youth	27
		Younger Youth	27
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	See Table A	
	Employers		
Entered Employment Rate	Adults	76%	67.5%
	Dislocated Workers*	See REPAC - Table O	
	Older Youth	55%	68.8%
Retention Rate	Adults	87%	76.5%
	Dislocated Workers*	See REPAC - Table O	
	Older Youth	77%	78.6%
	Younger Youth	56%	73.3%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,197	\$2,915
	Dislocated Workers*	See REPAC - Table O	
	Older Youth	\$2,536	\$2,859
Credential/Diploma Rate	Adults	47%	58.8%
	Dislocated Workers*	See REPAC - Table O	
	Older Youth	41%	52.4%
	Younger Youth	44%	84.2%
Skill Attainment Rate	Younger Youth	66%	69.4%
Other State Indicators of Performance		N/A	N/A
Overall Status of Local Performance		Not Met	Met
			4
			11

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

Performance Tables

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

Local Area Name	Total Participants Served	Adults	1,405
		PIMA COUNTY	Dislocated Workers
	Older Youth	186	
	Younger Youth	680	
ETA Assigned #	Total Exitters	Adults	876
<u>4030</u>		Dislocated Workers	657
		Older Youth	47
		Younger Youth	204
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	See Table A	
	Employers		
Entered Employment Rate	Adults	71.4%	71.1%
	Dislocated Workers	77.5%	78.3%
	Older Youth	51.0%	68.2%
Retention Rate	Adults	80.0%	83.6%
	Dislocated Workers	86.7%	88.8%
	Older Youth	74.4%	76.2%
	Younger Youth	55.1%	52.3%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,448	\$2,158
	Dislocated Workers	89.8%	76.5%
	Older Youth	\$2,142	\$1,790
Credential/Diploma Rate	Adults	45.9%	65.3%
	Dislocated Workers	51.0%	65.0%
	Older Youth	41.8%	42.9%
	Younger Youth	54.1%	51.2%
Skill Attainment Rate	Younger Youth	71.4%	92.5%
Other State Indicators of Performance		N/A	N/A
Overall Status of Local Performance		Not Met	Met
			6
			9

Performance Tables

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

Local Area Name	Total Participants Served	Adults	183	
		SANTA CRUZ COUNTY	Dislocated Workers	12
	Older Youth	54		
	Younger Youth	282		
ETA Assigned #	Total Exiters	Adults	72	
<u>4040</u>		Dislocated Workers	1	
		Older Youth	8	
		Younger Youth	107	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	66%	76.2%	
	Dislocated Workers	83%	76.9%	
	Older Youth	69%	75.0%	
Retention Rate	Adults	85%	89.6%	
	Dislocated Workers	93%	90.0%	
	Older Youth	80%	83.3%	
	Younger Youth	56%	50.0%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,197	\$2,226	
	Dislocated Workers	97%	94.3%	
	Older Youth	\$2,646	\$2,851	
Credential/Diploma Rate	Adults	47%	78.4%	
	Dislocated Workers	50%	33.3%	
	Older Youth	41%	62.5%	
	Younger Youth	51%	55.2%	
Skill Attainment Rate	Younger Youth	66%	83.7%	
Other State Indicators of Performance		N/A	N/A	
Overall Status of Local Performance		Not Met	Met	Exceed
		2	4	9

Performance Tables

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

Local Area Name	Total Participants Served	Adults	88
		YAVAPAI COUNTY	Dislocated Workers
	Older Youth	14	
	Younger Youth	97	
ETA Assigned #	Total Exitters	Adults	50
<u>4080</u>		Dislocated Workers	68
		Older Youth	12
		Younger Youth	43
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	See Table A	
	Employers		
Entered Employment Rate	Adults	77%	69.8%
	Dislocated Workers	87%	88.3%
	Older Youth	71%	66.7%
Retention Rate	Adults	87%	78.8%
	Dislocated Workers	98%	86.8%
	Older Youth	76%	50.0%
	Younger Youth	56%	38.1%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,648	\$2,875
	Dislocated Workers	97%	89.0%
	Older Youth	\$2,428	(\$1,097)
Credential/Diploma Rate	Adults	47%	81.3%
	Dislocated Workers	50%	82.6%
	Older Youth	41%	57.1%
	Younger Youth	51%	75.0%
Skill Attainment Rate	Younger Youth	66%	69.8%
Other State Indicators of Performance		N/A	N/A
Overall Status of Local Performance		Not Met	Met
		3	5
			7

Performance Tables

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

Local Area Name	Total Participants Served	Adults	608
		YUMA COUNTY	Dislocated Workers
	Older Youth	186	
	Younger Youth	823	
ETA Assigned #	Total Exitters	Adults	394
<u>4045</u>		Dislocated Workers	39
		Older Youth	122
		Younger Youth	204
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	See Table A	
	Employers		
Entered Employment Rate	Adults	69%	73.9%
	Dislocated Workers	85%	85.0%
	Older Youth	68%	76.8%
Retention Rate	Adults	85%	86.0%
	Dislocated Workers	95%	91.2%
	Older Youth	85%	86.4%
	Younger Youth	58%	71.4%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,203	\$3,200
	Dislocated Workers	97%	102.6%
	Older Youth	\$2,426	\$3,062
Credential/Diploma Rate	Adults	51%	71.8%
	Dislocated Workers	55%	72.0%
	Older Youth	45%	66.3%
	Younger Youth	58%	64.7%
Skill Attainment Rate	Younger Youth	77%	92.4%
Other State Indicators of Performance		N/A	N/A
Overall Status of Local Performance		Not Met	Met
			3
			12

Performance Tables

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

Local Area Name	Total Participants Served	Adults	293	
		TRIBES	Dislocated Workers	11
	Older Youth	123		
	Younger Youth	493		
ETA Assigned #	Total Exitters	Adults	173	
<u>4090</u>		Dislocated Workers	2	
		Older Youth	64	
		Younger Youth	212	
		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	See Table A		
	Employers			
Entered Employment Rate	Adults	61%	47.4%	
	Dislocated Workers	72%	No Exitters	
	Older Youth	56%	49.4%	
Retention Rate	Adults	69%	72.2%	
	Dislocated Workers	87%	No Exitters	
	Older Youth	74%	69.2%	
	Younger Youth	53%	42.7%	
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,200	\$2,177	
	Dislocated Workers	72%	No Exitters	
	Older Youth	\$2,500	\$3,484	
Credential/Diploma Rate	Adults	45%	31.0%	
	Dislocated Workers	47%	No Exitters	
	Older Youth	39%	18.6%	
	Younger Youth	48%	44.3%	
Skill Attainment Rate	Younger Youth	62%	72.6%	
Other State Indicators of Performance		N/A	N/A	
Overall Status of Local Performance		Not Met	Met	Exceed
		7	5	3

Performance Tables

Table O: - REPAC Consortium

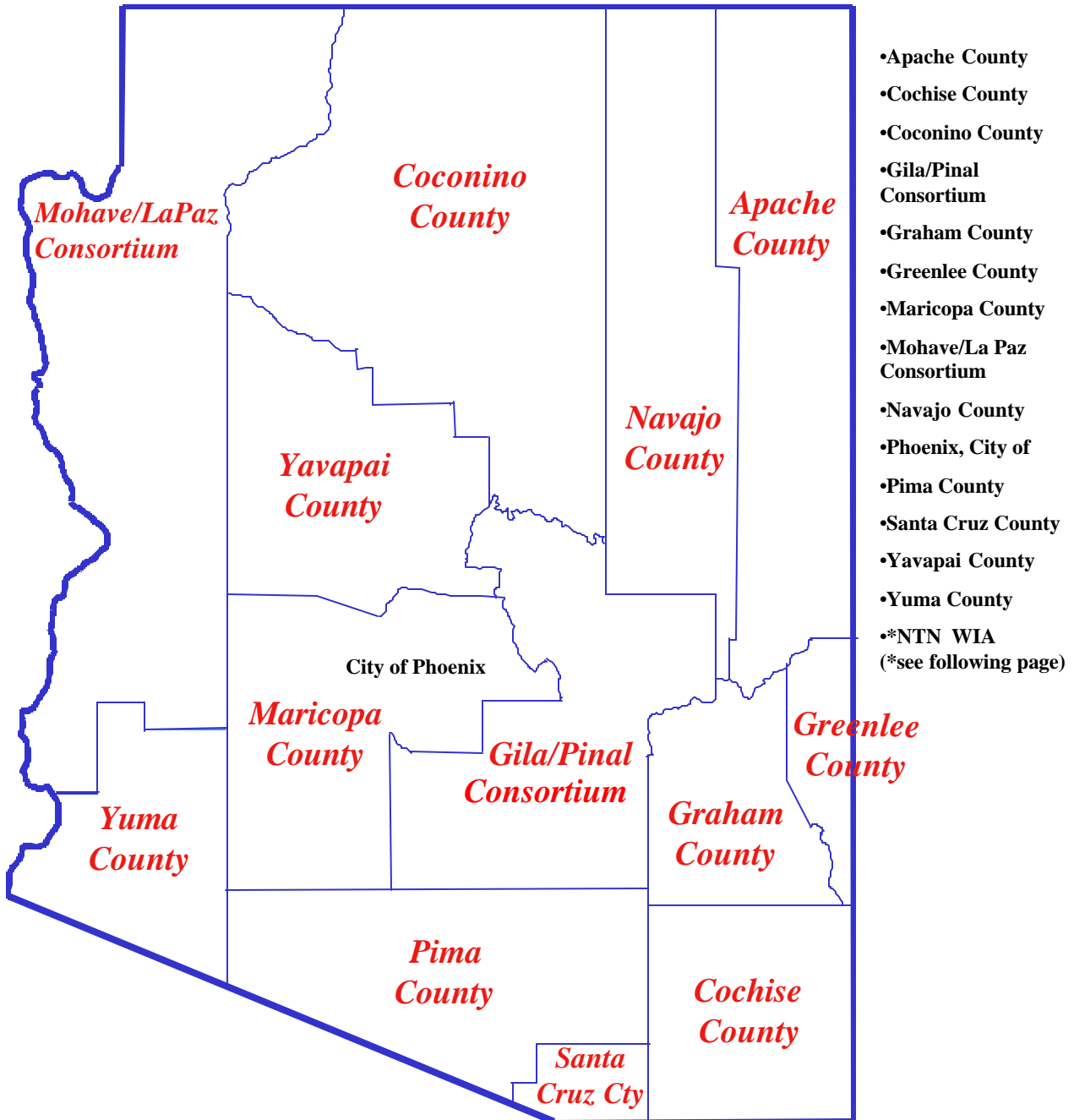
Local Area Name	Total Participants Served	Dislocated Workers	
REPAC Dislocated Worker Consortium			
	Total Exitters	Dislocated Workers	280
		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Dislocated Workers	76%	89.1%
Retention Rate	Dislocated Workers	81%	90.1%
Earnings Change/Earnings Replacement in Six Months	Dislocated Workers	87%	79.3%
Credential/Diploma Rate	Dislocated Workers	48%	79.9%
Other State Indicators of Performance		N/A	
Overall Status of Local Performance		Not Met	Exceed
		Met	3
		1	

The Re-Employment and Pre-Layoff Assistance Center (REPAC) operates the dislocated worker program for six local workforce investment areas (a total of eight counties), which include Apache County, Navajo County, Gila/Pinal Counties, Mohave/LaPaz Counties, Graham County and Greenlee County. These local areas have entered into a consortium agreement, which provides that REPAC will be responsible for negotiating **one set** of dislocated worker performance measures for the consortium. Thus, the consortium outcomes for these local area's dislocated worker measures are reported under one table titled "REPAC Dislocated Worker Consortium."

Local Areas and Tribal Maps

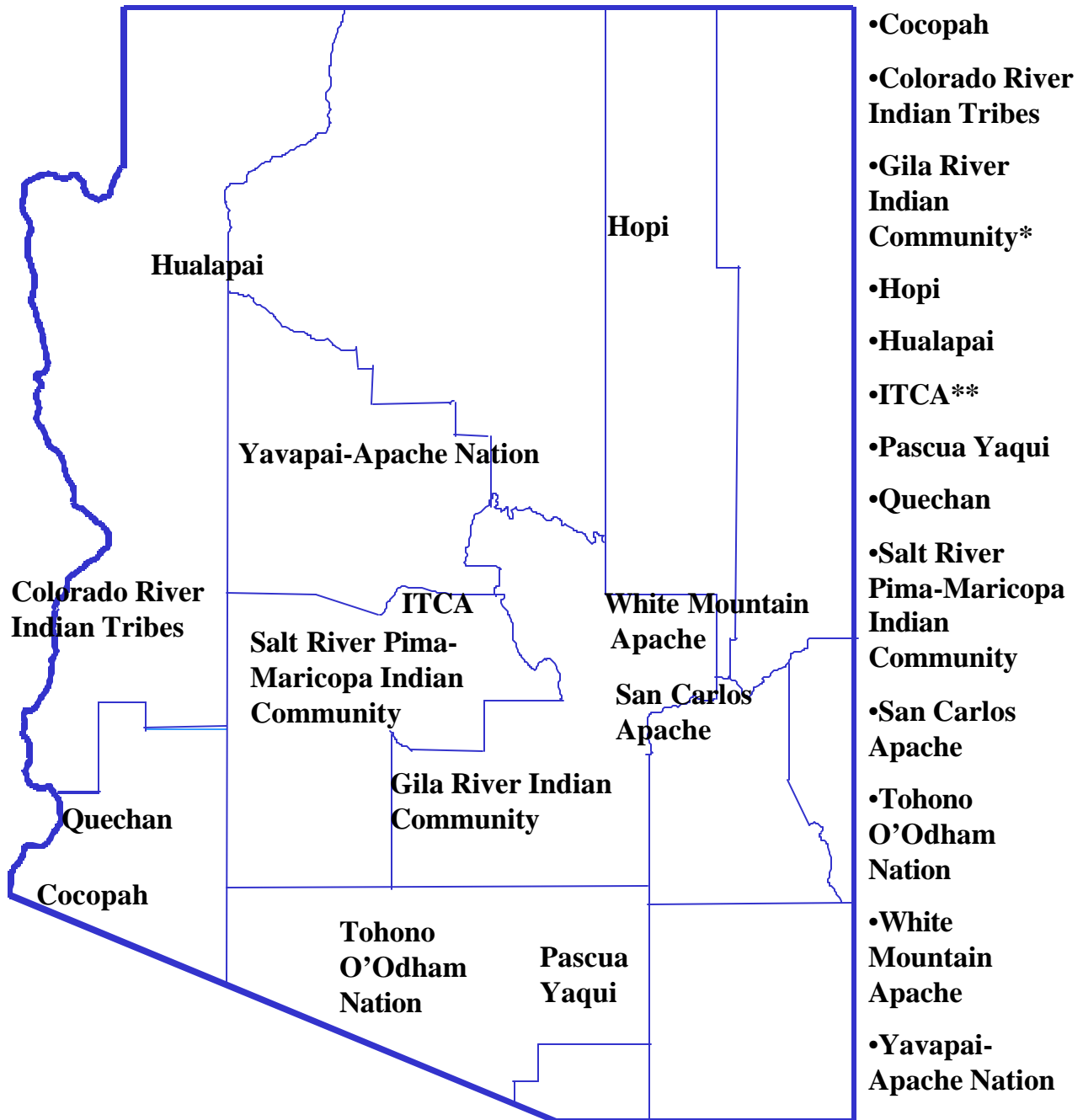
Local Area and Tribal Maps

Arizona's Local Workforce Investment Areas



Local Areas and Tribal Maps

Nineteen Tribal Nations Workforce Investment Area



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

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

One-Stop Directory

One-Stop Directory

Locations and contact people are listed below.

APACHE COUNTY	
<p>Apache County Workforce Partnership 1359 E. Main Street, Highway 60 Los Arcos Plaza Springerville, AZ 85938 (928) 333-4454</p>	<p>Gail Sadler, Director 1359 E. Main Street, Highway 60 Springerville, AZ 85938 (928) 333-4454 / (928) 333-2903 Fax gsadler@workforce.ws</p>
COCHISE COUNTY	
<p>Cochise County Workforce Development 1706 E. 10th Street Douglas, AZ 85607 (520) 364-8906</p> <p>Arizona Department of Economic Security 2981 E. Tacoma Sierra Vista, AZ 85635 (520) 459-3206</p> <p>Cochise County Workforce Development 650 E. Wilcox Drive Sierra Vista, AZ 85635 (520) 458-4200</p>	<p>Vada Phelps, Executive Director Cochise County Workforce Development 650 E. Wilcox Drive Sierra Vista, AZ 85635 (520) 458-4200 / (520) 458-1409 Fax vphelps@CPIC-CAS.org http://www.cochise.org/onestop</p>
COCONINO COUNTY	
<p>Arizona Department of Economic Security 397 Malpais Lane, #9 Flagstaff, AZ 86001 (928) 779-4557</p> <p>Coconino Co. Career Center/Arizona Dept. of Economic Security 337 N. Navajo P.O. Box 4269 Page, AZ 86040 (928) 645-3262</p>	<p>Carol Curtis, Director 110 E. Cherry Avenue Flagstaff, AZ 86001-4627 (928) 522-7900 / (928) 522-7919 Fax ccurtis@co.coconino.az.us http://co.coconino.az.us/careercenter</p>
GILA AND PINAL COUNTIES	
<p>Gila County One-Stop 5515 S. Apache Avenue Globe, AZ 85501 (928) 425-7631</p>	<p>Barbara Valencia, WIA Program Manager Gila Co. Division of Health and 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.com</p>

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GRAHAM COUNTY	
<p>WIA Title I Service Center 826 W. Main St. Safford, AZ 85546 (928) 428-7386</p>	<p>Neil Karnes, Director Graham County Employment & Training 826 West Main Street Safford, AZ 85546 (928) 428-7386 / (928) 428-8074 Fax Nkarnes@graham.az.gov</p>
GREENLEE COUNTY	
<p>Greenlee One-Stop Resource Center Highway 191 and Wards Canyon Road Clifton, AZ 85533 (928) 865-4151</p>	<p>Evangelina Esquivel Greenlee Career Center Highway 191 and Wards Canyon Road P.O. Box 1537 Clifton, AZ 85533 (928) 865-4151 / (928) 865-3566 Fax vesquivel@aznex.net http://www.aznex.net/~clifton_os</p>
LA PAZ COUNTY	
<p>La Paz Career Center 1113 Kofa Avenue Parker, AZ 85344 (928) 669-9812</p>	<p>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</p>
MARICOPA COUNTY	
<p>Maricopa Workforce Connection Center 735 N. Gilbert Road, Suite 134 Gilbert, AZ 85234 (480) 497-0350</p> <p>Peoria Career Development Center 9770 W. Peoria Peoria, AZ 85345 (623) 934-3231</p>	<p>Susan Schmidt Adult & Dislocated Worker Program Manager Maricopa County Human Services Dept. Workforce Development Division 234 N. Central Avenue; Suite 3201 Phoenix, AZ 85004 (602) 506-0584 / (602) 506-8789 Fax sschmidt@mail.maricopa.gov http://www.hsd.maricopa.gov/mwc</p>
MOHAVE COUNTY	
<p>Mohave County Community Development Center 201 N. 4th Street Kingman, AZ 86401 (928) 753-0723</p>	<p>Lynne Steiger One-Stop Program Representative 201 N. 4th Street, P.O. Box 7000 Kingman, AZ 86402-7000 (928) 753-0723 / (928) 753-0776 Fax (928) 753-0726 TDD lynne.steiger@co.mohave.az.us</p>

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NAVAJO COUNTY	
<p>Arizona Department of Economic Security 2500 E. Cooley, Suite 410 Show Low, AZ 85901 (928) 532-4300</p> <p>Arizona Department of Economic Security 319 E. Third Street, 335C Winslow, AZ 86047 (928) 289-4644</p>	<p>Rondi Moore One-Stop Coordinator 2500 E. Cooley, Suite 410 Show Low, AZ 85901 (928) 532-4313 / (928) 532-4367 Fax</p>
NAVAJO NATION	
<p>Navajo Department of Workforce Development P.O. Box 1889 Window Rock AZ 86515 (928)871-7707 (928) 871-7116 Fax</p>	<p>Roslyn Shirley, Director Navajo Department of Workforce Development P.O. Box 1889 Window Rock AZ 86515 (928)871-7707 / (928) 871-7116 Fax</p>
NINETEEN TRIBAL NATIONS	
<p>Tribal One-Stop Service Center Fort Mojave 1599 Plantation Road Mohave Valley, AZ 86440 (928) 346-1787</p>	<p>Collette Lewis One-Stop System Administrator 1599 Plantation Road Mohave Valley, AZ 85440 (928) 346-1787 / (928) 346-1123 Fax fmtos@ftmojave.com http://www.antn1stop.org</p>
CITY OF PHOENIX	
<p>Phoenix Workforce Connection North 9801 N. 7th Street Phoenix, AZ 85020 (602) 861-0208</p> <p>Phoenix Workforce Connection West 3406 N. 51st Avenue Phoenix, AZ 85031 (623) 247-3304</p>	<p>Yolanda Carrothers City of Phoenix, Workforce Connection Division 200 West Washington, 19th Floor Phoenix, AZ 85003-1611 (602) 262-4036 / (602) 534-3915 Fax Yolanda.carrothers@phoenix.gov Onestop.hsd@phoenix.gov http://www.phoenix.gov/onestop.html</p>
PIMA COUNTY	
<p>One-Stop Career Center 340 N. Commerce Park Loop, Tortolita Building Tucson, AZ 85745 (520) 798-0500</p>	<p>Celina Somoza One-Stop Coordinator 340 N. Commerce Park Loop, Tortolita Building Tucson, AZ 85745 (520) 798-0500 / (520) 798-0599 Fax csomoza@csd.co.pima.az.us http://www.PimaWorks.com</p>

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PINAL COUNTY	
<p>Arizona Department of Economic Security 401 North Marshall Street Casa Grande, AZ 85222 (520) 426-3529</p> <p>Central Arizona Association of Governments (CAAG) 414-B N. Marshall Street Casa Grade, AZ 85222 (520) 836-1887</p>	<p>Barbara Valencia, WIA Program Manager Gila County Division of Health and Community Services P.O. Box 2778 Globe, AZ 85502 (928) 455-7631 / (928) 425-9468 Fax bvalencia@co.gila.az.us http://www.gilacountyaz.com</p>
SANTA CRUZ COUNTY	
<p>Santa Cruz County Workforce Connection 2935 N. Grand Avenue Nogales, AZ 85621 (520) 375-7670</p>	<p>Nils Urman, Director 2935 N. Grand Avenue Nogales, AZ 85621 (520) 375-7670 / (520) 281-1166 Fax sccwia@theriver.com http://www.santacruzonestop.com</p>
YAVAPAI COUNTY	
<p>Arizona Department of Economic Security - Cottonwood Center 1500 E. Cherry Street, Suite F Cottonwood, AZ 86326 (928) 634-3337</p> <p>NACOG Workforce Development Center – Prescott Center 221 N. Marina, Suite 201 Prescott, AZ 86301 (928) 778-1422</p>	<p>Teri Drew, Regional Director 221 N. Marina, Suite 201 Prescott, AZ 86301 (928) 778-1422 / (928) 778-1756 Fax</p> <p>Mailing Address: P.O. Box 2451 Prescott, AZ 86302 tdrew@cableone.net</p>
YUMA COUNTY	
<p>Career Resource Center 3826 W. 16th Street Yuma, AZ 85364 Phone: (928) 329-0990</p>	<p>Mercedes Dominguez One-Stop System Administrator 3826 W. 16th Street Yuma, AZ 85364 (928) 329-0990 / (928) 783-1825 Fax mdominguez@ypic.com http://www.ypic.com/crc.htm</p>

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

For further information, contact:

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