

**State of Arizona**  
Submitted by:  
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**ON TRACK:**  
**Workforce Investment Act Title I-B**  
**Annual Report PY 2000**



**A Partner of America's Workforce Network**

**December 2001**

December 3, 2001

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



Dear Secretary Chao:

Arizona is pleased to present its first Workforce Investment Act annual report. This presentation also affords the Governor's Council on Workforce Policy and the Arizona Department of Economic Security's Workforce Development Administration the opportunity to bring the state's business leaders and policy makers up to date on recent workforce development accomplishments and on our continuing challenges.

During the first year of Workforce Investment Act funding, Arizona made considerable strides in three areas in which public and private sector leaders have long been interested: cooperation, satisfaction, and leadership. Overall, programs throughout the state helped thousands of Arizonans with many aspects of employment, and Arizona surpassed nearly all of its performance goals. Workers earned nearly \$14 million more in the six months after participating than they had previously. Finally, the Governor's Council on Workforce Policy defined the next phase of progress that will push workforce development beyond cooperation to integration. Arizona's strong showing is due in large measure to the dedicated workforce professionals who plan and manage programs, the volunteers who guide the Workforce Investment Boards, and the leaders who have committed their time to the Governor's Council.

The Workforce Investment Act has motivated dramatic changes in both attitudes and operations. Still, much more is needed before the One-Stop Centers, that are so key to the legislation and all of Arizona's workforce development efforts, reach their potential. The Governor's Council for Workforce Policy will work hard in the coming year to resolve critical issues and continue to improve programs.

On behalf of Governor Jane Hull and the Governor's Council on Workforce Policy, I thank you for the support Arizona has received and invite all of the state's business people to join with us in building an ever-stronger workforce system for Arizona. There is a place for everyone who cares about our state's prosperity and its future.

Sincerely,

A handwritten signature in black ink that reads "Wayne G. Allcott".

Wayne G. Allcott  
Chairman, Governor's Council on Workforce Policy

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## ON TRACK: Workforce Investment Act Title I-B Annual Report 2001

It's happening.

Piece by piece, a support system for Arizona's workers and employers is taking shape.

You can tell by the way cooperation among programs now seems now to be the rule instead of the exception. Businesses' and jobseekers' high levels of satisfaction with services show both can be helped at the same time. Meanwhile, throughout Arizona, leadership is motivating change and progress.

More must be done, of course, but Arizona is now on track to achieve the type of workforce development system needed to compete in the 21st century. *On Track: The Workforce Investment Act Title I-B Annual Report* highlights local and state workforce activities from July 2000 through June 2001, the first full year of the Workforce Investment Act. It also reports on state and local performance. *On Track* concludes with the next major steps anticipated in the ongoing development of Arizona's workforce development system.

During the first year of Workforce Investment Act funding, Arizona made progress in three areas in which public and private sector leaders have long been interested: cooperation, satisfaction, and leadership. Indeed, *On Track* features numerous examples of all three at the state and local levels and contacts for further information. Readers are encouraged to follow up on ideas or programs of interest and to get involved in local programs. As Wayne Allcott, chairman of the Governor's Council on Workforce Policy says, "There is a place for everyone concerned about the state's prosperity and its future."

### Workforce Development Is Today's Necessity

In recent years—in survey after survey—business leaders have expressed concerns about a lack of skilled workers. And as the "new economy" has taken hold, the primacy of people and brainpower has become an article of economic faith among employers, policy makers, and educators. In contrast to past decades, workforce development is no longer a "should" but a "must" for the state. The process of transforming dozens of separate state and federal employment and training programs (worth more than \$200 million to Arizona) into a system capable of producing workers for current and future employers can be delayed no longer.

#### Workforce Development at a Glance

- Workforce development is the **preparation of workers** for, and matching them with, entry level and advanced **jobs in demand**, especially in industries targeted by economic development activities. A **strong workforce development system** will raise wages, attract new employers, improve residents' skills, reduce welfare dependency, and provide access for everyone to training, jobs, labor data, and support services.

**Governor’s Strategic Partnership for Economic Development**

This is a public-private partnership organized around “clusters” and “foundations.” A cluster is a geographic concentration of interdependent firms. These clusters drive Arizona’s economy.

- Bioindustry
- Environmental Technology
- Food, Fiber, and Natural Products
- High Technology
- Minerals and Mining
- Optics
- Plastics and Advanced Composite Materials
- Senior Industries
- Software and Information
- Tourism
- Transportation and Distribution

Foundations help the clusters to become more competitive. These include: Capital, Human Resources, Information and Communication Infrastructure, Physical Infrastructure, Quality of Life, Tax and Regulatory, and Technology.

Source: Arizona Department of Commerce

In Arizona, the process of streamlining employment programs and linking them to economic development actually began more than five years ago.<sup>1</sup> In 1997 with support from the Governor’s Strategic Partnership for Economic Development and other initiatives, Arizona began planning a comprehensive system capable of developing quality workers to fill the needs created by economic development efforts, especially those in 11 industry “clusters.”

Arizona was not the only state beginning to address workforce issues in the 1990s. The issue engaged many states’ governors. At the same time, Congress was in the midst of developing an alternative to the Job Training Partnership Act (JTPA), the major employment and training legislation of the 1980s. President Clinton signed the 1998 Workforce Investment Act (WIA) during Arizona’s planning process. With the Arizona Workforce Development Comprehensive Plan providing an “umbrella” for all workforce activities, WIA supplied a substantial share of the

means to the state’s workforce ends.

Arizona’s comprehensive plan sets out four goals:

- Enhance existing and develop new training programs and service delivery systems to better meet the short, intermediate, and long-term needs of various industries.
- Forecast demand according to industry clusters and foundations at the state, regional, and county levels.
- Streamline access to and administration of workforce development programs.
- Provide a self-sustaining system of governance, management, and oversight for Arizona’s Workforce Development System.

Today, three state agencies and scores of public and

**Arizona Has Short-, Intermediate, and Long-Term Workforce Needs and People at All Career Stages.**

- Nearly 2.5 million Arizonans are in the labor force, and employment totals more than 2.3 million.
- Nearly 129,000 Arizonans are unemployed.
- Approximately 872,000 Arizona students are enrolled in grades Pre-K through 12.
- More than 332,000 Arizonans attended community college classes in 1999-2000.
- More than 105,000 people attended Arizona’s universities full or part time in Fall 2000.
- 6,930 Arizonans participated in WIA Title I programs from July 2000–June 2001.

Sources: Arizona Board of Regents, *Education Week*, Arizona Department of Economic Security

<sup>1</sup> In the past five years Arizona has reduced the number of separate programs to 24 from 34.

### **The Arizona Job Training Program**

The Arizona Job Training Program supports the design and delivery of training plans that meet unique industry standards and challenges. Under the “Net New Hire” portion of the grant program, businesses can apply for grants that return up to 75 percent of the costs of training net new employees in jobs that meet wage criteria. The “Incumbent Worker” portion of the grant program will allow for training that upgrades the skills of existing employees. The Incumbent Program can reimburse employers up to a maximum of 50 percent of allowable training costs. The Job Training application form and process have been designed to make submission and approval as easy as possible. See [www.azcommerce.com](http://www.azcommerce.com) for further information.

### **Technology Training Assistance Program and Information Technology (IT) Tax Credits**

Workers with skills in the study, design, development, implementation, support or management of computer-based information systems are in short supply. To encourage companies to train employees in critical applications involving both software and hardware, the state legislature approved an IT tax credit that is administered through the Arizona Department of Commerce. Credits can be given for training up to 20 employees during a calendar year. The per employee credit is for 50 percent of the training costs but cannot exceed \$1,500. If the total number of qualifying applications exceeds the program cap of \$5,000,000, the per employee credit will be reduced proportionately. See [www.azcommerce.com](http://www.azcommerce.com) for further information.

private entities throughout Arizona contribute to workforce development. For example, the Arizona Department of Commerce leads the effort and manages state-funded programs such as the Technology Training Assistance Program and Information Technology Tax Credits and the Arizona Job Training Program. The Arizona Department of Economic Security (DES) administers the Workforce Investment Act, EMPOWER (Arizona’s welfare-to-work program), Job Service, Vocational Rehabilitation, and many other employment and welfare programs. The Arizona Department of Education directs vocational education, school to work,

and other programs that support the work of other agencies. Community colleges, private postsecondary institutions, and community-based organizations are just some of the many other entities with workforce programs and expertise.

## **The Workforce Investment Act: Resources for Businesses and Individuals**

The Workforce Investment Act ranks as one of the most important sources of support for Arizona’s workforce efforts because of its emphases on state policy leadership, “universal” access, and cooperation among all workforce players. Considering all five of its titles, the federal statute brings nearly \$50 million to Arizona each year, and WIA’s purpose to—“increase employment, retention, and earnings by participants...improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the nation” complements the state’s workforce goals.

Signed into law in August 1998, the Workforce Investment Act departed dramatically from the past by responding to employers’ suggestions and following through on what evaluation and research had shown to be effective. The new statute made changes to funding streams, target populations, delivery mechanisms, accountability, planning, labor market information, and governance. In addition, it institutionalized cooperation and collaboration among more than 20 different federal programs.

To implement WIA in Arizona, Governor Jane Dee Hull appointed an Interagency WIA Team early in 1999 with high-level representatives from the Arizona Department of Commerce, the Arizona Department of Economic Security, and the Arizona Department of Education. This team set an important example for cooperative action. With assistance from Morrison Institute for Public Policy at Arizona State University, the team took responsibility for developing Arizona's overall strategies and publishing the state's initial plan for workforce development activities. In addition, the group developed newsletters, conferences, training sessions for elected officials and workforce professionals, a Local Planning Institute, and Performance Measures Roundtables.

### **Valuable Experience with One-Stop Centers**

Prior to the passage of WIA, Arizona had been developing One-Stop Career Centers with funding from a three-year U.S. Department of Labor grant. This prototype for the WIA One-Stops—a key feature of the legislation—brought six core programs (JTPA Titles II and III, Job Service, Veterans Employment and Training Services, Unemployment Insurance, and Senior Community Service Employment Program) together in one place. The grant provided resources for a statewide interagency implementation team to coordinate the development process and funded a One-Stop Career Center with substantial information technology resources in each of Arizona's 15 counties.

The One-Stop Centers cooperative process began with six programs and now has at least 18 components<sup>2</sup> including:

- Job Service
- Unemployment Insurance
- WIA Title I for adults, youth, and dislocated workers
- Welfare to Work
- Job Corps
- Native American programs
- Migrant Seasonal Farm Workers
- Adult Education and Literacy
- Postsecondary Vocational Education
- Vocational Rehabilitation
- Senior Community Service Employment Program
- Veterans' Employment and Training
- Community Services Block Grant Employment and Training
- Housing and Urban Development Employment and Training
- Trade Adjustment Assistance
- North American Free Trade Agreement Transitional Adjustment Assistance

The experience with consolidation, technology, and customer service provided by the grant proved to be invaluable as Arizona began to implement WIA on July 1, 2000. (See Exhibit 1.)

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<sup>2</sup> Major titles of some programs are counted as separate programs. This is why a list of 15 programs yields at least 18 components for the One-Stop Centers.

## Exhibit 1: Overview of WIA Requirements and Implementation in Arizona

Major WIA Elements	WIA in Arizona
State-level policy leadership	An Executive Order in February 2001 created the <b>Governor's Council on Workforce Policy</b> . A successor to other bodies, this final one has the strongest charge and the greatest powers to oversee workforce policy and programs in Arizona. The Council set performance standards for local areas, approved allocation formulas, and decided other matters.
Local design and management of training and employment programs	<b>The Governor's Council on Workforce Policy designated 16 local workforce investment areas to administer and develop WIA programs.</b> The workforce investment areas tend to have the same boundaries as Arizona's counties, except in metropolitan Phoenix where Maricopa County and the City of Phoenix are divided into two. The Nineteen Tribal Nations, which are located throughout Arizona, are designated as a single area. Mohave and LaPaz counties and Gila and Pinal counties form two consortia respectively. The Navajo Nation comprises the 16th workforce investment area, but it functions differently than the others. The Navajo Nation operates its own WIA programs under Section 166 of the legislation. Arizona simply "passes through" funds to the Navajo Nation.
Business leadership in ensuring that the system prepares people for current and future jobs	<b>Private sector leaders chair each of the Local Workforce Investment Boards</b> with more than 100 other business representatives and an additional 100 members from education, labor, community, and economic development organizations. The majority of the membership of each board comes from the private sector. Business-initiated training programs have taken place in Tucson, Show Low, and other cities. New youth councils have revamped programs to focus on technology and completing educational requirements.
Consolidation, coordination, and improvements in employment, training, literacy, and vocational rehabilitation programs	For the clients of the vocational rehabilitation system, success may hinge on some type of assistive technology. <b>Funds were awarded to each local workforce area specifically for the purchase of assistive or adaptive technology</b> for clients with disabilities and to ensure that Resource Libraries were stocked with sufficient materials on vocational rehabilitation topics.
Customer access to employment, training, education, and information at a single location	Arizona has <b>20 comprehensive One-Stop Career Centers</b> where access to all services and electronic resources are housed in a single location. An additional <b>39 affiliate sites</b> offer information on all programs and staff assistance from most of them. Self-service via Internet is available in <b>52 locations</b> , often in public libraries. The One-Stops offer Core, Intensive, and Training services for adults and dislocated workers and are the contact point for employers to exchange information about current openings and future skills and to get assistance with workforce issues. <b>Core services are available to anyone and include: job search and placement assistance, labor market information, assessment of skills and needs, and job retention assistance. Intensive services are for those unable to find jobs through core services alone and include: in-depth assessment, individual employment plans, counseling, case management, and pre-vocational services. Training is linked directly to job opportunities in the area and includes such options as occupational skills training (through Individual Training Accounts or vouchers), on-the-job training, skill upgrading, job readiness, adult education and literacy along with other training.</b> Youth are served in two age categories with some in school and some not. Programs link occupational and academic learning. <b>Resource Libraries</b> stocked with career information, self-paced education and resume writing software and many other materials have brought <b>the latest and greatest employment materials to every One-Stop Center.</b>
Choices about careers and information on the track records of providers and how well they prepare people for jobs	<b>Local Workforce Investment Boards certified about 1000 training programs from 141 training providers.</b> The Arizona Department of Education maintains the list. Anyone can use it to compare the certified postsecondary, community-based, and community college options. WIA customers choose training providers from the list and then use Individual Training Accounts to pay for courses and materials. (See <a href="http://www.ade.state.az.us/arizonaheat/">www.ade.state.az.us/arizonaheat/</a> .)
Performance standards	Arizona negotiated performance standards for the state with the U.S. Department of Labor. In turn, local areas worked with state leaders to devise performance standards in <b>customer satisfaction, earnings, job placements, and other areas.</b>

Source: Workforce Development Administration, Arizona Department of Economic Security

## Nineteen Tribal Nations

As noted above, the majority of Arizona's workforce investment areas have the same boundaries as the state's counties. Thus, the broad differences of population and issues among the counties are evident in the workforce investment areas. (See Exhibit 2.) One very notable exception is the Nineteen Tribal Nations area. Arizona is the only state in the nation to have made intergovernmental agreements with Indian Nations located in the state. These agreements allow representatives from the Indian Nations to come together to work with the state in the administration of WIA and welfare-to-work programs on their reservations. To encourage and strengthen this government-to-government relationship, the Arizona Department of Economic Security functions as the grant recipient. This arrangement is not new however. It began in October 1983 when Governor Babbitt established an all-Indian Service Delivery Area under the Job Training Partnership Act and certified members to the Tribal Private Industry Council. The consortium now has 19 members since the Navajo Nation administers its own programs.

### Exhibit 2: Local Workforce Areas Reflect the Differences Among Arizona's Counties

Local Workforce Areas, 2000 Population, Civilian Labor Force, Unemployment Rate, and Total WIA I-B Allocations

Workforce Investment Area	Total Title I WIA \$* PY2000	County Population 2000	Civilian Labor Force October 2001	Unemployment Rate** October 2001
Apache County	\$126,294	69,423	19,475	11.3%
City of Phoenix	\$5,982,473	1,321,045+	1,654,700++	4.6%++
Cochise County	\$1,301,500	117,755	40,850	4.9%
Coconino County	\$818,386	116,320	63,450	5.4%
Gila/Pinal Counties	\$1,509,270	231,062	79,900	5.8% (Gila) 5.3% (Pinal)
Graham County	\$331,563	33,489	10,650	6.6%
Greenlee County	\$132,592	8,547	4,025	8.9%
Maricopa County	\$4,547,295	3,072,149	1,392,200	4.5%
Mohave/LaPaz Counties	\$874,560	174,747	74,650	4.5% (Mohave) 5.0% (LaPaz)
Pima County	\$3,866,109	843,746	404,300	3.7%
Navajo County	\$455,946	97,470	31,275	10.0%
Navajo Nation****	\$3,393,180	95,978	NA	NA
Santa Cruz County	\$1,219,137	38,381	14,600	13.4%
Yavapai County	\$509,703	167,517	73,850	3.1%
Yuma County	\$7,029,928	160,026	64,425	23.9%
Tribal Nations	\$2,220,732	109,555***	NA	NA
<b>Total</b>	<b>\$34,318,668</b>	NA	NA	NA

\*PY 2000 refers to July 2000 through June 2001. Total includes adult, youth, and dislocated worker funds. For this initial year, the Governor's Workforce Policy Council allocated adult, youth, and dislocated workers funds based on the JTPA funding formula and on the level of economic disadvantage in the area. Changes in formulas may occur in future years.

\*\*Seasonally adjusted

\*\*\*This is the combined population of tribes that comprise one workforce area but are located throughout Arizona.

\*\*\*\*Federally recognized tribes administering funds provided by more than one state can enter into an agreement with the Secretary of Labor and the Governors of these states to transfer the funds to the program administered by the tribe. The Navajo Nation, Arizona, and New Mexico have agreed to consolidate WIA funds to the Navajo Nation into one stream through DOL's Division of Indian and Native American Programs.

+City of Phoenix only ++Metropolitan data

Sources: Workforce Development Administration and Research Administration, Arizona Department of Economic Security, Census 2000, U.S. Bureau of Indian Affairs

One-Stop Career Center locations throughout the state ensure that services are available to all residents. (See Exhibit 3.)

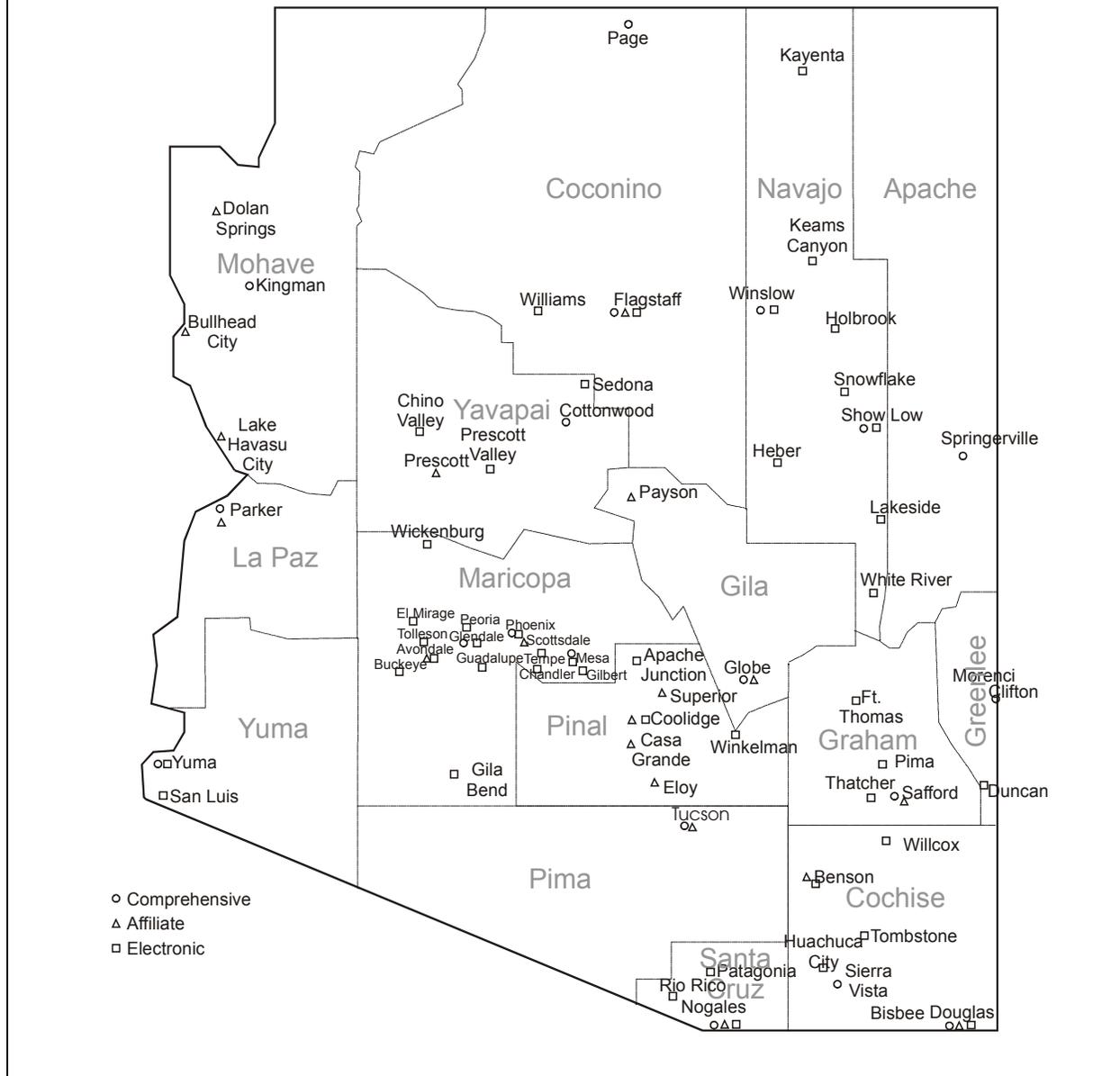
### Exhibit 3: One-Stop Services Are Available Throughout Arizona

#### Comprehensive Centers, Affiliate Sites, and Electronic Access Locations

**Comprehensive Center:** The basic services of the partner programs are available on site. An especially valuable aspect of the centers is the Resource Library. Books, CDs, Internet and other sources of information make all types of career and employment information available to anyone.

**Affiliate Site:** Most of the basic services of the required partners are available on site. Sometimes referred to as satellite locations, one program generally operates these facilities with some other partner staff on site. Information on all of the partners programs is available.

**Electronic Access Location:** These are self-service locations and are not intended to be the first place a customer would visit. Information about the partner programs is available.



## Workforce Development and Workforce Investment Areas Face Traditional and New Economic Challenges

The pressures of the new economy supply reason enough for workforce development, but other realities are also inescapable. The following three factors shape workforce programs in Arizona and affect their results.

### Two Arizonas

In economic terms, there are two Arizonas, one urban and one rural. Metro Phoenix and metro Tucson account for more than 80 percent of the state’s population, and Maricopa County alone represents some 70 percent of the state’s economy. The state’s 13 nonmetropolitan counties, to be sure, have strengths, but their economies generally have not kept pace with those of Maricopa and Pima counties. The state’s Indian reservations, which comprise approximately one-third of the state’s area, also face numerous economic challenges.

### Challenging Legacies

While incomes increased somewhat during the economic boom of the 1990s, several economic legacies still challenge Arizona. For example: Arizona ranks 20th in population nationally, but 36th in per capita income and median household income.<sup>3</sup> Average wages in most industries fall below the national average. In addition, the proportion of Arizonans with bachelor’s degrees did not rise in recent years as it did in other states. Arizona dropped from 20th in the nation on this measure to 37th.<sup>4</sup> (See Exhibit 4.) In addition, the National Center for Educational Statistics recently reported that fewer students finish high school in Arizona than in any other state.<sup>5</sup>

### Exhibit 4: Between 1991 and 2000, the Percentage of Arizonans with a Bachelor’s Degree or More Did Not Grow.

Estimated Percentage of Arizonans over age 25 with a bachelor’s degree or more and the U.S. average, 1991 and 2000

State/Nation	Estimated % Population with Bachelor’s Degree or More 2000	Estimated % Population with Bachelor’s Degree or More 1991	% Change	2000 Rank	1991 Rank	% Change Rank
Arizona	22.5%	22.5%	0%	37	20	49%
U.S.	25.1%	21.4%	17.3%	NA	NA	NA

Source: *Five Shoes Waiting to Drop on Arizona’s Future*, Morrison Institute for Public Policy, 2001

### Too Few Knowledge Workers

High technology means more to Arizona’s economy now than any other industry.<sup>6</sup> Yet, four manufacturing sectors account for most of high technology. Arizona still has much to do to create and attract “knowledge” jobs. (See Exhibit 5.) Unfortunately for residents and businesses alike, the jobs in which people think for a living are concentrated in urban areas. Thus, training

<sup>3</sup> U.S. Bureau of Economic Analysis, Regional Economic Indicators System.

<sup>4</sup> *Five Shoes Waiting to Drop on Arizona’s Future*, Morrison Institute for Public Policy, 2001.

<sup>5</sup> *Arizona Republic*, November 16, 2001.

<sup>6</sup> Greater Phoenix Economic Council, [www.gpec.org](http://www.gpec.org).

rural residents for high-tech jobs now often forces them to move to metro areas to find employment. This may not always be the case, but Arizona cannot yet rest on its high-tech laurels.

**Exhibit 5: Arizona Trails the Nation’s Leaders in Knowledge Workers**

Per capita employment (number of workers per 1,000 residents) in knowledge sectors\*

Washington, D.C. for example has 207 workers in knowledge sectors for every 1,000 residents. Arizona has just 50.

Total Per Capita		Technology Manufacturing		Information		PST**		Education Services		Health Services	
Wash., D.C.	207	New Hampshire	23	Wash., D.C.	14	Wash., D.C.	124	Wash., D.C.	57	Minnesota	16
Arizona	50	Arizona	14	Arizona	5	Arizona	19	Arizona	8	Arizona	11
U.S.	52	U.S.	8	U.S.	6	U.S.	22	U.S.	5	U.S.	12

\*The ASU Center for Business Services selected five sectors for analysis because they are dependent on workers with at least a college degree. Data are derived from U.S. Department of Commerce, Bureau of the Census, 1998 County Business Patterns, and Census 2000. \*\*Professional, Scientific, and Technical Services

Source: *Five Shoes Waiting to Drop on Arizona’s Future*, Morrison Institute for Public Policy, 2001

**Cooperation, Satisfaction, and Leadership: Accomplishments and Innovations**

Yet, as *On Track* shows and workforce professionals and business leaders have reported in many places, much is being done to solve workforce problems and to support real people and businesses. In preparation for this report, contributors cited accomplishments ranging from transitioning to WIA without “losing sight of quality services to traditional clients,” to expanding training initiatives, working with other entities, and, of course, seeing people get and keep quality jobs. Taken as a whole, the successes—small and large—fit under three headings:

- Cooperation
- Satisfaction
- Leadership

The following examples show what these three themes have meant in Arizona.

**Cooperation**

Cooperation refers to acting or working together with others for a common purpose. Economic observers often talk today about the importance of alliances in solving complex issues. This is certainly the case with workforce investment efforts. As one contributor noted, “to be successful, all policy makers, business leaders, educational leaders, and community organizations must recognize that workforce development is a community responsibility—not just governments’ or the schools’ role...political and business leaders have invested their faith, money, and trust in the workforce investment board to develop and implement a system for workforce and oversee workforce activities. Community investment is necessary for the board to achieve its goals.”

Throughout Arizona, state and local workforce professionals report many instances of cooperation and “a new attitude.” Whether the effort links Workforce Investment Boards, as in the case of Maricopa Workforce Connections and the Phoenix Workforce Information Network, or employers and a One-Stop Center as in Navajo County, or a group of information technology

businesses and One-Stop Centers in Tucson, the results illustrate the power of cooperation in this complex field.

#### Supporting Cooperation with Dollars and Cents—Incentive Funds and Capacity Building

Local workforce professionals helped the DES Workforce Development Administration to decide to earmark 70 percent of the WIA incentive fund (about \$780,000 out of \$1.1 million for PY 2000) to reward “Successful Practices” throughout the state. These projects specifically increase local cooperation and collaboration. The incentive application incorporates the principles of the Malcolm Baldrige National Quality Award and the criteria of the nationwide Promising and Effective Practices Network. This year eight of 15 local workforce investment areas applied for the funds.

State agencies provide a great deal of training and technical assistance to one another and to local areas. An Implementation Institute in November 2000, for example, allowed the Governor’s Council on Workforce Policy and Local Workforce Investment Boards to interact and to discuss many issues “business to business.” In another example, a recent survey, the Checklist of Local Technical Assistance Needs, identified the next critical technical assistance needs. More training for Workforce Investment Boards topped the list to increase community involvement, partner participation, and employer leadership. A user-friendly data system was also a priority. Most important though, local professionals noted the areas in which they would be willing to assist their peers. These included board development, customer service, employer outreach, serving those with minimal computer skills, and information systems. This peer-to-peer network will be encouraged and developed in the coming years.

#### City-County Cooperation: Together at Last

Since WIA contains no residency requirements, it does not matter where a metro Phoenix resident or employer goes for service. This is just one of the reasons that Maricopa Workforce Connections and the Phoenix Workforce Information Network decided to plan cooperatively for the Workforce Investment Act and to increase their partnership activities. The Phoenix and Maricopa workforce boards now regularly plan together, and cooperative grant writing is commonplace. By working together, the city and county have brought in new money, including a \$750,000 grant from the U.S. Department of Labor to explore different ways of using Individual Training Accounts. An Employer Services Team and an Employer Planning Team, though, are probably the most remarkable achievements. The teams include members from Maricopa County, City of Phoenix, Arizona Department of Economic Security, and Maricopa Community College District. The teams cross train members to do more with employer relations, plus they determine ways to decrease duplication and streamline services. Joint marketing efforts serve all of the One-Stop Centers, and employer recognition events are shared. Maricopa and Phoenix and their partners formed the Valley Employment Partnership to stage regular Job Fairs. Staff members credit cooperative efforts with increasing jobseeker use of the One-Stops by 30 percent and boosting employer participation in Job Fairs by more than 50 percent. The Workforce Investment Act Regional One-Stop Conference was another first-time effort for Phoenix and Maricopa Workforce Connections. Keynote presenters Lenita Jacobs-Simmons and Armando Quiroz from the U.S. Department of Labor spoke to One-Stop staff and Workforce Board leaders from throughout Arizona.

### Customized Training Breaking New Ground in Navajo County

Late in 2000, Citizens Communications was preparing to acquire Qwest Communications' services and facilities in rural Arizona. Retirements, buy outs, and transfers among Qwest's aging workforce made Citizens concerned about trained installation and repair technicians. Citizens approached the Navajo County One-Stop partners for help and in the process created a prime example of how training can ensure that good jobs go to local residents. Navajo County WIA, Navit (a youth service agency), and Northland Pioneer College came together in December 2000 with employers Citizens Communications and Henckles & McCoy. A customized training class for Telephony Technicians, which had been unavailable in rural Arizona previously, began in January 2001, and participants graduated in May. Participants earned eight college credits along with the required certification. The WIA partners recruited and supported participants. Show Low students attended in person and those in Winslow and Holbrook participated via the Internet. Ninety-day internships followed the training. The program gave WIA staff insight into the operation of two large employers and set the stage for additional activities with them, other employers, and Northland Pioneer College.

### Pima County's "Train to Gain" Turns Call Center Employees into Information Technology Workers

Helping low-wage workers to join the ranks of information technology workers is a vital workforce development activity and something that the Pima County Workforce Investment Board identified as a priority during its strategic planning process. The Information Technology Association of Southern Arizona, after participating in the planning process, asked Pima's Workforce Investment Board to help create training that would put "call center" employees on a path to higher-level information technology jobs. The effort would serve employers' current needs for skilled workers and offer selected employees new career options with more opportunities and higher salaries. Together, the Information Technology Association of Southern Arizona and the Pima board designed a training program for current employees who lacked computer knowledge and skills. The program took customer services representatives through A+ certification to qualify them for technical support and computer technician positions with additional training opportunities in network technology, Microsoft certification, web design, and management information systems.

Four Tucson teleservices firms, USA Relay, Teletech, Opinion Research, and Cross Country, identified nearly 70 employees for the initial 120 hours of classroom and lab training. Employees agreed to stay with their firms through the completion of the first six months of training and then they were free to accept other jobs that used their new skills. The One-Stop Center filled the call center positions left vacant by the trainees with new participants. The University of Arizona Extended Education, Pima County One-Stop, the Information Technology Association of Southern Arizona, Pima Community College, and Convergys participated in addition to the four firms mentioned above. Train to Gain is now applying the lessons learned in this industry-driven effort to future sessions that will continue to benefit both call center employees and information technology companies.

### A Small-Scale Partnership Makes a Big Difference

Maricopa Workforce Connections has a unique partner in its One-Stop system—namely Maricopa County Special Transportation Services and the Work Links program. This partnership provides access to transportation options for work and related activities, such as interviews and training classes, at no cost to low-income individuals 24 hours a day, seven days a week.

Transportation options include:

- bicycles (includes helmets and locks)
- carpool/vanpools through Valley Metro (the local transit system)
- fixed van routes
- car repairs
- gas stipends
- bus passes
- taxis

Special Transportation Services employees work at the Maricopa Workforce Connections Career Development Centers in Glendale and Avondale. Since their move to the centers, the use of Work Links has increased by approximately 50 percent.

### Improving Services in Yavapai County by Sharing Information

Community service organizations have joined with the Yavapai County WIA Administration to improve the delivery of services throughout the county. This first year, the Yavapai County Resource Network has worked to educate and cross train agencies and organizations on available services and to develop a coordination plan. Long-term goals include a collaborative case management network for community members. The Resource Network currently involves 22 service organizations from Family Counseling to the Boys and Girls Clubs. The Northern Arizona Council of Governments sponsors the network to improve the quality of service and reduce duplication of resources in Yavapai County. Sharing allows all of the organizations to have a greater impact on their customers' success.

### Joint Research as a Foundation for Action in Gila and Pinal Counties

A Youth Committee of the Gila/Pinal Workforce Investment Board—formed to study youth issues—shared grant funds with the Children, Youth, and Families division of the Arizona Department of Economic Security and the Arizona Department of Health Services to better understand the needs among young people in Gila and Pinal counties. The data will help the partners to establish Youth Councils and increase awareness and support for youth development issues in the two counties. The Youth Councils will contribute substantially to the planning and implementation of services that are tailored to the outlooks and needs of youth in these counties.

### Small Tribes Achieve Much Together

The Inter Tribal Council of Arizona (ITCA) administers the WIA programs for eight smaller-population tribes out of the 19 affiliated with ITCA. At the end of JTPA, staff members moved on at the Tribal level and within ITCA as well. So for WIA, ITCA reorganized staff on both levels, in addition to programs and data systems in numerous locations. ITCA has utilized WIA

especially to enhance technology for the tribes. Installation of new technological tools from computer labs to software to satellite dishes has brought distance learning to remote areas.

Consortium member, Havasupai Tribe—located in the Grand Canyon—utilized the WIA training resources to work with other programs and charity organizations to provide training in construction and to build new homes. The training was especially important since the last new home construction took place in the mid-1980s and a flood in 1998 had destroyed numerous homes. The Fort Mojave tribe increased its participant enrollment in the first program year and maintains an Employment Center for the Nineteen Tribal Nations. The Employment Center combined efforts with Northern Arizona University and maintains a computer lab and a long distance learning satellite system. The Kaibab-Paiute Band and Tonto Apache also have, or are planning, computer labs to facilitate distance learning. The Cocopah Tribe and Yavapai-Apache Camp Verde are two of the federally funded programs administered by ITCA. Both tribes maintain their own WIA state program, but continue to combine efforts and work with the ITCA consortium. The struggle against scarce resources, short-lived opportunities, and limited local jobs is a catalyst for self-determination for economic prosperity. WIA funds help to achieve the goals set by the tribal communities.

#### The Pima Plan: Comprehensive and Community-wide

WIA requires every workforce investment area to develop a plan that is approved by the Governor's Council on Workforce Policy. However, the cooperative, community-wide nature of the effort by the Pima County Workforce Investment Board stands out. Their planning process included more than 250 business people, service providers, residents, and employers from throughout Tucson and Pima County and envisions a local workforce development system that serves employers, youth ages 14-21, individuals looking for work, people who are working but want or need more training, dislocated workers, and individuals with disabilities and barriers. Their "Key System Areas for Planning" included:

- One-Stop and Clearinghouse Activities
- Resource Identification, Gap Analysis, and Forecasting
- Youth Transition System
- Adult System
- Education and Training Services
- Evaluation and Measures

The members of the Workforce Investment Board and the staff of the Pima County Community Services Department or "Pima Works" looked at their community from top to bottom to determine how workforce services should be organized and what practices, resources, and services were necessary to ensure success.

<b>Pima's Strategic Directions for Youth</b>	<b>Pima's Strategic Directions for Adults</b>
Childcare	Support for State Level Consolidation
School to Work Support	One Stop Implementation
Resource Inventory and Gap Analyses	Virtual One Stop
Student Assessments and Skill Standards	Employer Services and Economic Forecasts
Program Collaboration	Resource Inventory and Gap Analyses
Vocational Education	Skill Standards
Youth Coordination	Accountability
Youth One-Stops	

Pima Works is now implementing its Virtual One-Stop, an Internet-based data collection and case management system, compiling resource inventories, and developing skill standards for a variety of occupations.

### **Satisfaction**

As noted by the Heldrich Center for Workforce Development, under WIA, the workforce system must measure its effectiveness principally in terms of how satisfied the public is with its services. The emphases on quality and customers are laudable changes in workforce programs, but they are not the only indicators of satisfaction. As the following examples show, satisfaction comes from many sources and types of activities in a state where rural and urban and low and high-tech coexist. For example, the DES Workforce Development Administration and Employment Security Administration (including Job Service and other programs) set a good example by exceeding their customer satisfaction goals (as measured by the American Customer Service Index). From a different perspective, Cochise County professionals noted that their Workforce Investment Board and staff are planning many new programs, such as pre-apprenticeship programs for youth and apprenticeships for adults. Graham County staff expressed satisfaction at their smooth transition to the WIA system, and Greenlee County's program leader marked their enhanced ability to help workers find new jobs in a locale with few options outside of copper mining. "Our One-Stop has been a definite asset to job seekers in our community as a source of employment opportunities."

#### **Championing Customer Service: Yuma Workforce Investment Board**

The Yuma Private Industry Council—the umbrella under which the current Yuma Workforce Investment Board functions—made customer service a priority in 1994 when it began its Customer Service Quality Improvement Process. WIA's emphasis on customer satisfaction and the use of ongoing customer surveys spurred Yuma to redouble its efforts with its own staff and its One-Stop partners. Over time, Yuma has refined its services based on feedback from employees and customers, and their efforts have motivated other Yuma-area public agencies and service providers to do likewise. In May 2000, though, Yuma went a step further. Just like WalMart, the Yuma Workforce Investment Board contracted with a "secret shopper" to evaluate its One-Stop Center. During a three-day visit, the secret shopper visited each department of the One-Stop Center and the Yuma Private Industry Council. The Yuma staff impressed the secret shopper with their services and attention to detail. The use of the secret shopper and the efforts to act on the shopper's findings underscore Yuma's above-and-beyond approach to service.

### Gila/Pinal's Creativity Leads to the Satisfaction of New Jobs

When Casa Grande employer Hunter Douglas Wood Products announced its plant closure, new job opportunities did not appear to be promising for some dislocated workers who did not speak, write, or read English. Language barriers severely limited the workers' employment options at other local production facilities. In response, staff members with the dislocated worker service provider, REPAC, created an English as a Second Language (ESL) class that concentrated on the skills necessary to communicate in an interview and on the job. Central Arizona College set up the classes, three days a week, at the local DES office. Twenty people enrolled in the customized language class and 15 completed it. Workers then wrote resumes and practiced interviewing in English and speaking the language in work situations. Marley Cooling Tower provided on-the-job training to the candidates, in part, because of their efforts to learn English. The job applicants committed to continuing the ESL classes on site at Marley Cooling Tower. Thanks to the cooperative efforts of three entities, eight workers now have permanent jobs.

### Professional Development and Certification for Maricopa Workforce Connections Staff

For WIA to work as intended, Workforce Investment Boards have realized that training for staff is as important as assistance is for employers and job seekers. The National Board for Certified Counselors, in conjunction with other national associations, created a much needed, nationally recognized credential for workforce professionals. The 120-hour curriculum includes instruction in 12 core competencies and features role playing and hands-on learning projects, in addition to lectures and research. Two Maricopa Workforce Connections employees participated in the first National Career Development Facilitator training session presented by the Heldrich Center for Workforce Development at Rutgers University. In turn, the Maricopa staff members will train all partner and center staff throughout the next year. The goal is to certify all County and partner staff members at the One-Stop Centers by June 2002. The training and credentialing increases the likelihood of satisfaction with services among One-Stop customers and job satisfaction among staff members.

### A Win-Win Situation for Nogales Youth and Summer Instructors

WIA has been good for Santa Cruz County in several ways. For example, one staff member cited "aggressive expansion of customer service" as a first-year accomplishment. Changes in youth services also brought noteworthy achievements. The WIA emphasis on academic achievement seemed to be a bitter pill for youth participants at first, but it turned out for the best for both students and instructors. Students take the Test of Adult Basic Education at the beginning of the summer youth program. Scores on this standardized test of reading, math, and language skills determine the component—work or basic education classes—individuals participate in. The students in classes receive a stipend, instead of the minimum wage earned by youth in work experience. Young people who needed to enhance their academic skills voiced concerns about lower earnings. That led leaders to worry about enrollment and attendance. A novel solution served everyone. In the mornings, participants attended classes taught by high school instructors and received a stipend. In the afternoons, they worked with a vocational teacher to start Flipside Ts, a t-shirt business. They learned design and management skills along with the operation of various machines and marketing. At Flipside they earned minimum wage, but there was an important catch. Students could not come to "work" without attending class in the morning. With

fewer students in summer classes than in previous years because of new participation requirements, instructors expressed satisfaction with their ability to work one on one with students, while the youth progressed in academics and gained business experience.

#### Arizona Workforce Connection: One-Stop Centers Synonymous with Satisfaction

In February 2000, Arizona received a grant from the US Department of Labor to assist the state with implementing America's Workforce Network Toll-Free Help Line (1-877-US2-JOBS). This nationwide toll-free telephone system was designed to increase access to information about public workforce programs and services at the national, state and local levels. Initially the effort focused on connecting dislocated workers to the closest training and job service centers in their area and also provided referrals to a number of social services. The Workforce Development Administration was tasked with compiling information about various state and local programs, such as office locations, contact phone numbers and brief descriptions of services and eligibility requirements.

In June 2000, Arizona completed this task and Customer Service Representatives were able to access this information from the call center's internal database and refer callers to the appropriate contacts at either the national, state or local level. Upon completing this requirement Arizona became one of the first "Phase II" states to fully partner in what is now America's Workforce Network (AWN) Toll-Free Help Line system. By the end of 2000, the scope of the AWN Toll-Free Help Line system was expanded to serve not just dislocated workers but all WIA customers. In early 2001, the AWN Toll-Free Help Line took a step in a new direction by forming a partnership with the America's Service Locator ([www.servicelocator.org](http://www.servicelocator.org)) website. Now, whether calling the Toll-Free Help Line or going online at the America's Service Locator web site, customers can access the same information anytime, anywhere.

The Workforce Development Administration is responsible for updating the America's Service Locator web site as well as marketing the AWN Toll-Free Help Line and America's Service Locator tools. In an attempt to further align with the nationwide identity of employment and training programs and services, and strengthen the commitment to putting accurate information about those services at the customers' fingertips, Arizona has developed a brand name and logo which not only declares partnership and enforces the same vision as AWN, but will also give Arizona's One-Stop System higher visibility across the state.

Arizona has also gone a step further. The step towards making information available twenty-four hours a day, seven days a week will soon be joined by a certification process that will require One-Stop Centers to meet specific criteria and qualifications to become certified. Once certified, each center will be designated a partner of the *Arizona Workforce Connection* (AWC) and will be able to utilize the "brand" name and logo. But, the center will also agree to standards for annual improvements. The certification process will be preceded by the development of common intake instruments, installation of more information technology, and state and local training. The Governor's Council on Workforce Policy will approve the certifications. This accomplishment will assure job seekers and employers of exactly what will be provided and how it will be done at any center in the state. The process will also ensure that job seekers and employers have access

to the same level of service at all One-Stop locations from among 18 different employment and training programs.

#### Technology Links Training and Economic Development for Colorado River Indian Tribes

The Colorado River in northwestern Arizona is now one of the state's most important tourist destinations. First, though, it was the homeland of a number of tribes. Today the Colorado River Indian Tribes are using resources from the Workforce Investment Act to enhance the education and skills of residents. These resources also facilitated the installation of advanced information technology to encourage distance learning. The Colorado River Indian Tribes, in partnership with the Fort Mojave Tribe, funded a One-Stop contract with the Northern Arizona University Hotel and Restaurant Management program with demonstration funds from the U.S. Department of Labor. Through this agreement, tribal members participated in hospitality training and earned certification via the Starband satellite system and a 15-computer technology lab.

#### Leadership

The "coordinated, comprehensive" approach to workforce development that Arizona has embarked on arguably will succeed or fail on the quality of leadership at the state and local levels. As never before, leaders throughout the state are working to move from operational detail to the policy and integration that will make the most of the state's resources. The following examples show where leadership is headed at the state and local levels.

#### Governor's Council on Workforce Policy Leads Arizona

Governor Jane Dee Hull charged the Governor's Council on Workforce Policy and the local Workforce Investment Boards with developing a system capable of responding to the diverse social and economic trends now affecting the state. These policy making bodies—led by the Governor's Council on Workforce Policy—have taken on many substantial tasks that go far beyond meeting requirements. Particularly at the state level, the Governor's Council, for the first time, is coordinating the planning and delivery of workforce development services with K-12 education, higher education, community-based organizations, and all other employment, training, and welfare agencies. In short, everyone who claims a piece of the workforce pie sits around the same table and grapples with the same issues.

In its work, the Council acknowledges that an entire community (or the entire state) shares responsibility for the quality of the workforce. This broad-based approach though hinges on the efficient utilization of all federal, state, and local resources and appropriate matches between workforce goals and activities and those of economic development. WIA and other statutes

#### **The Governor's Council on Workforce Policy**

- Coordinates the planning and delivery of workforce development services with public education, higher education, community-based organizations and all other employment, training and welfare agencies.
- Develops statewide workforce plans
- Reviews and approves local Workforce Investment Board plans
- Works with local boards to ensure that services are in sync with plans
- Oversees technical assistance to local areas
- Evaluates performance, customer satisfaction, and other indicators
- Develops plans to improve programs' results
- Markets the state's workforce development system

provide the opportunity to consolidate the planning, policy, and oversight functions of federally funded programs. These powers in the hands of business-led policy making boards—in conjunction with the state’s workforce development professionals—present significant possibilities and reasons for optimism about Arizona’s workers and the state’s prosperity.

The Council includes the directors (or designees) of the Arizona Department of Commerce, Arizona Department of Economic Security, and Arizona Department of Education. In addition, the Inter Tribal Council of Arizona, the Arizona House of Representatives, Arizona State Senate, Arizona Board of Regents, Arizona Community Colleges, and a public policy organization have seats. Urban and rural K-16 schools and workforce development organizations, employee organizations, community-based organizations, and the 11 industry clusters in the Governor’s Strategic Partnership for Economic Development round out the council. The cluster representatives are business leaders in industries targeted for growth and economic development support.

The same type of Interagency Team that planned the implementation of WIA continues to manage it and other workforce efforts. The Arizona Department of Commerce is responsible for overall coordination in addition to managing the state’s own job training program, apprenticeship programs, and information technology tax credit program. The Arizona Department of Economic Security provides the expertise with specific federal employment, research, welfare, and rehabilitation programs. The Arizona Department of Education brings vocational education and related federal and state programs.

#### The View from the Top: Yuma Workforce and Economic Development Summit

In response to an invitation—and challenge—from Yuma County’s administrator, leaders from the Yuma Workforce Investment Board, Yuma County Chamber of Commerce, Greater Yuma Economic Development Corporation, Arizona Western College, City of Yuma, and Yuma County Board of Supervisors worked for six months to evaluate the causes of Yuma County’s chronically high unemployment rates (23% now compared to the state’s 5.4%) and to develop new approaches to the problems. Summit members also created indicators to track progress over time and identified the additional research needed. The resulting Yuma Action Plan details:

- Core Economic Development Initiatives
- Priority Workforce Development Links
- Task Force Roles

Each partner will address parts of these three major areas of concern and follow up on particular issues. The Workforce Investment Board funded much of the effort and provided significant staff support. This new combination of management and collegiality created a strong image for the Workforce Investment Board and opportunities to remain part of the county’s economic leadership cadre.

#### Tribal Innovation in Education

The Pascua Yaqui Tribe created Education First to serve youth with many barriers to employment and success. Education and work experience were the main components. Education

First required young participants to show perfect attendance at their traditional or alternative high schools before beginning work experience assignments tailored to their job interests. Participants regularly met as a group with a counselor to discuss problems and to plan community service events and fundraisers. The multi-faceted experience helped the youth to make more concrete and productive plans for their lives.

#### Leading the Way for Youth in Coconino County

The conversion to WIA meant going from a youth program focused on summer jobs to a year-round program with emphases on long-term services and mentoring. This required new ways of thinking about recruiting and planning. Now Coconino County has a dynamic year-round youth program serving in-school and out-of-school participants in four communities. Youth are not required to utilize the One-Stop Center to join the program, but Coconino's professionals thought it was important for the adults of tomorrow to begin gaining first-hand experience with One-Stop resources. A vision for a Youth One-Stop emerged to help young people to be effective, career-oriented job seekers. The U.S. Department of Labor awarded one of only three research and planning grants in Region 6 to the Coconino workforce program. The funds will support research that will pay off for many years to come.

#### New Opportunities from New Information in Metropolitan Phoenix

Phoenix is just one of many cities to support its workforce and economic development efforts with new labor market and occupational information. Now, thanks to the information from the recent ERISS job market survey and the related user-friendly Internet tools, almost anyone, from policy makers to workforce professionals to employers to job seekers, can understand much more than before about employment opportunities, requirements, and rewards. The Phoenix Workforce Investment Board partnered with the City of Phoenix Community and Economic Development Department and the Maricopa County Community College District to ask ERISS, a San Diego-based research firm specializing in workforce issues, to undertake the same type of project in metro Phoenix that it has completed in more than 25 urban areas from Los Angeles to Richmond. A representative telephone survey of local employers provides the foundation for the interactive Internet application. Questions focus on occupations, hiring plans for the coming year, outlooks on public employment programs, wage levels, experience requirements, and more. Between June and August of 2001, 2210 Phoenix employers with five or more employees participated in the survey. These respondents represented more than 33,000 employees in 13 industries or sectors. See [www.usworks/Phoenix](http://www.usworks/Phoenix) to learn more about how information is changing the experience of finding good employees and the reality of finding the right work.

#### Cocopah Tribes Use WIA to Support Tribal Enterprises and Expand Reservation Job Opportunities

Residents of three Cocopah Indian Reservations in Yuma County have limited local job opportunities and sometimes substantial needs for assistance. "Our clients are your friends and neighbors who have fallen on hard times. Their desire to work and make a place for themselves is just as strong as any other employed person. We are here to serve our people, not just to give them the proverbial second chance, but also a third, fourth, fifth, and sixth chance if they need it. Eventually both the client and the community benefit." WIA together with the Tribal Manpower Department and HUD have been strong supporters and creators of jobs. In addition, tribal

enterprises, such as the Cocopah Casino, Cocopah RV Park, and museum, and partnerships with Arizona Western College have resulted in training and employment opportunities that are new to the area.

#### Apache County Benefits from New Workforce Investment Board Leadership

Apache County is one of Arizona's smallest in terms of population, but one that saw one of its accomplishments during the first year of WIA as "developing a strong Local Workforce Board." For example, the Local Workforce Investment Board's vice chairperson is the economic development director for Apache County and is credited with bringing "new dynamic ideas for our little rural community."

## Performance and Return on Investment

### Allocation Decisions

The Governor's Council on Workforce Policy decided how to distribute WIA funds to local areas in June 2000. The Council voted to allocate 70 percent of the WIA adult and youth funds according to the previous JTPA formula<sup>7</sup> and the remaining 30 percent based on an area's economic disadvantage. This approach tended to make funding levels more equitable among urban and rural areas. At the same time, it furnished greater support for those areas with the most substantial economic needs. This decision also provided a degree of continuity during a time of substantial change in institutions and programs. As the allocations in Exhibit 3 showed, areas of very high unemployment, such as Yuma County, received substantial funds through this allocation scheme. In turn, Arizona distributed its dislocated worker funds through a weighted four-part formula. Unemployment concentration was the most important factor (48%), followed by long-term unemployment (34%), plant closing/layoffs (13%), and declining industries (6%).

Arizona negotiated performance standards for services for adults, youth ages 19–21, youth under 19, dislocated workers, and customer satisfaction with the U.S. Department of Labor. In turn, the state worked with local areas to set realistic, attainable local performance goals keeping in mind the time and effort required to achieve them and the varying economic conditions throughout Arizona. See Exhibit 6 for the state's goals for the current and two future years.

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<sup>7</sup> The U.S. Department of Labor allowed states to use the JTPA formula for a portion of their allocations for the first two years of WIA. The JTPA formula took into account a variety of local factors including population, unemployment, and poverty.

## Exhibit 6: Performance Levels Set Expectations for Arizona Programs

Arizona performance indicators and goals, PY 2000-PY 2002

Program	Performance Components	PY 2000	PY 2001	PY 2002
Adult	Entered Employment Rate	63%	65%	67%
	Employment Retention Rate	77%	79%	82%
	Earnings Change in 6 Months	\$2,833	\$2,918	\$3,006
	Employment and Credential Rate	45%	46%	47%
Dislocated Worker	Entered Employment Rate	76%	78%	81%
	Employment Retention Rate	85%	88%	90%
	Earnings Replacement Rate	88%	91%	94%
	Employment and Credential Rate	45%	46%	48%
Older Youth (ages 19–21)	Entered Employment Rate	54%	56%	57%
	Employment Retention Rate	75%	77%	79%
	Earnings Change in 6 Months	\$2,313	\$2,382	\$2,454
	Credential Rate	37%	38%	39%
Younger Youth	Skill Attainment Rate	60%	62%	64%
	Diploma or Equivalent Attainment Rate	46%	47%	49%
	Youth Retention	51%	53%	54%
Customer Satisfaction	Participants	66%	68%	70%
	Employers	64%	66%	68%

Source: Arizona Strategic State Workforce Investment Plan, July 2000

### Performance Overview

Arizona has performed well on some of the measures listed above and has plans for improvements in others. According to federal guidelines, goals have been achieved if actual performance is 80 percent or more of the goal. Data for each component are presented in the tables below. Information for each local area follows.

Total participants served and total exiters include clients entering and leaving the program during the period from July 1, 2000 to June 30, 2001. The measurement period for the Younger Youth Diploma Rate and the Younger Youth Skill Attainment Rate is also July 1, 2000 to June 30, 2001. Performance outcomes on all of the other measures are based on clients who exited the program during the period from October 1, 1999 to September 30, 2000. The total number of registrants in Table O does not include youth who may have registered for services in April of 2000 and exited prior to July 1, 2000.

#### Adults

- Nearly 10,000 adults, youth, and dislocated workers participated in WIA Title I programs from July 2000 through June 2001. (See Table M.)
- For adults, Arizona met or exceeded performance levels for all areas. Entered employment actual figures were nearly ten percent above the requirement. Retention was also greater than the 80 percent mark. Earnings change in six months grew by six percent more than the standard. The best performance area turned out to be entered employment. Here, Arizona surpassed the exact negotiated level by 14 percent. (See Table B.)
- Public assistance recipients entered and retained employment at a strong pace and earned more than the six-month standard. Veterans boosted earnings sharply in comparison to the standard by gaining nearly twice what was required. (See Table C.)

- Those who received training services fared better than the individuals who received only core and intensive services. While similar numbers of training and core participants went to work, those with training outpaced the others in earnings and retention.

#### Dislocated Workers

- Performance with dislocated workers exceeded the actual standards in three of the four categories. Nearly 80 percent of the participants entered employment (nearly 3 percentage points above the standard), while retention totaled an above-standard 88 percent. The only area where the performance level was not met was the Employment and Credential Rate. (See Table E.)
- The pattern of meeting or exceeding the standards continued for dislocated workers who were also veterans, individuals with disabilities, and older individuals. Each of the special populations made significant strides forward. (See Table F.)
- Dislocated workers who received training fared slightly better than those who participated only in core and intensive services, but the differences are minimal. Dislocated worker performance makes a strong showing in Arizona. (See Table G.)

#### Youth

- Youth ages 19-21 did especially well in WIA programs. Strong performance is evident in the number of young Arizonans who entered employment. Performance exceeded the actual standard by 18 percentage points. Earnings increased an average of \$961 per person over the required standard. Special populations benefited across the board. Fewer individuals with disabilities entered employment than desired, but earnings were high. (See Table H.)
- Younger youth attained skills at the required level, but performance fell short in the attainment of diploma or the equivalent and in retention. (See Table K.)

#### Satisfaction

Arizona was selected as one of a handful of states to participate in the U.S. Department of Labor's customer satisfaction pilot study. As part of the technical assistance agreement with the Charter Oak Group, Arizona expected to purchasing local licenses. However, Arizona's inability to receive timely information and feedback from the University of Michigan prevented the state from following through on local survey administration. Therefore, local performance reflects data obtained from the statewide random sample.

- More than 500 participants and 225 employers took part in the required customer satisfaction telephone surveys. But these numbers did not reach the desired response rates. Just 32 percent of participants responded, while 38 percent of employers answered the survey. Rural respondents outnumbered urban respondents by two to one. The strong rural presence in both the participant and employer surveys most likely stems from a greater willingness to respond on the part of rural residents and businesses. (See Table A.)
- When asked to recall all of the services they had received, more than 4 out of 10 participant respondents said they got "assistance in finding a job." Various types of training were recalled,

but participants may not differentiate between training and job assistance as programs do. Respondents may see every activity as assistance in finding a job. (See Exhibit 7.)

### **Exhibit 7. Survey Respondents Reported Using Job Assistance Services Most**

Participants' responses to the customer satisfaction survey\*

<b>Service</b>	<b>%</b>
Job Assistance	44.1%
General Skills Training	38.2%
English/Math Training	32.6%
Needs Assessment	32.6%
Training	29.4%
Employment Plan	27.4%
Occupational Training	22.5%
Training Decisions	21.1%
Support Assistance	15.5%

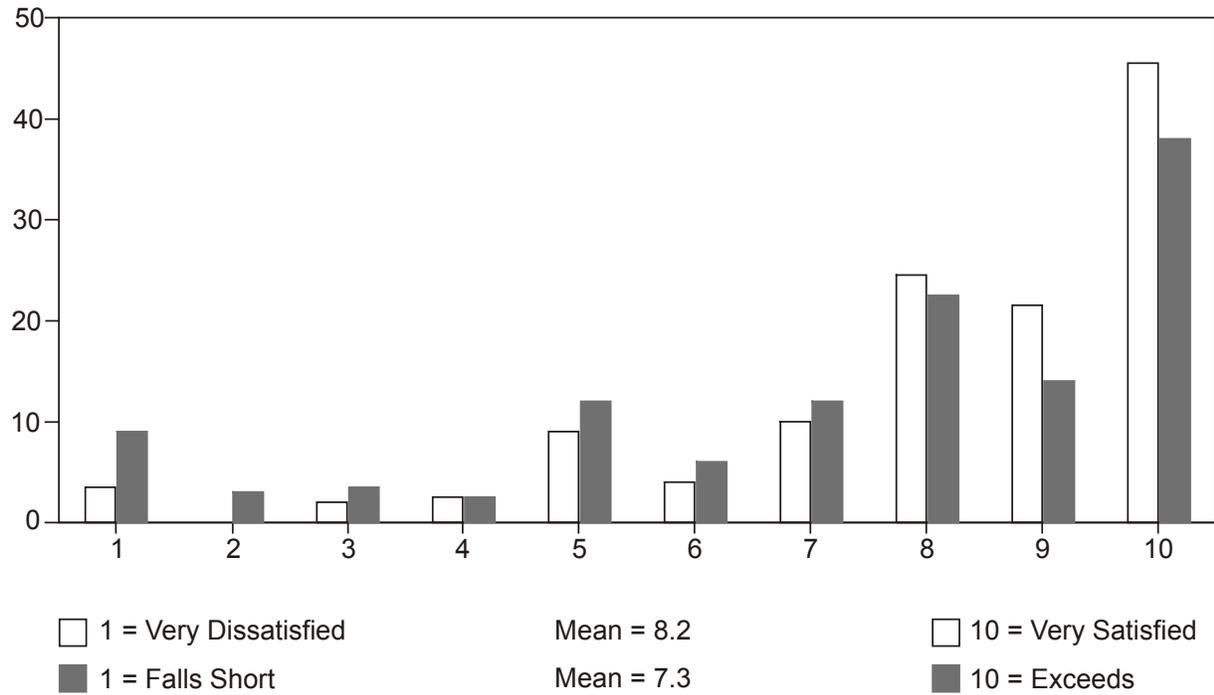
\*Percentages exceed 100 since respondents could give multiple answers.

Source: Arizona Customer Satisfaction Survey Results, 2001

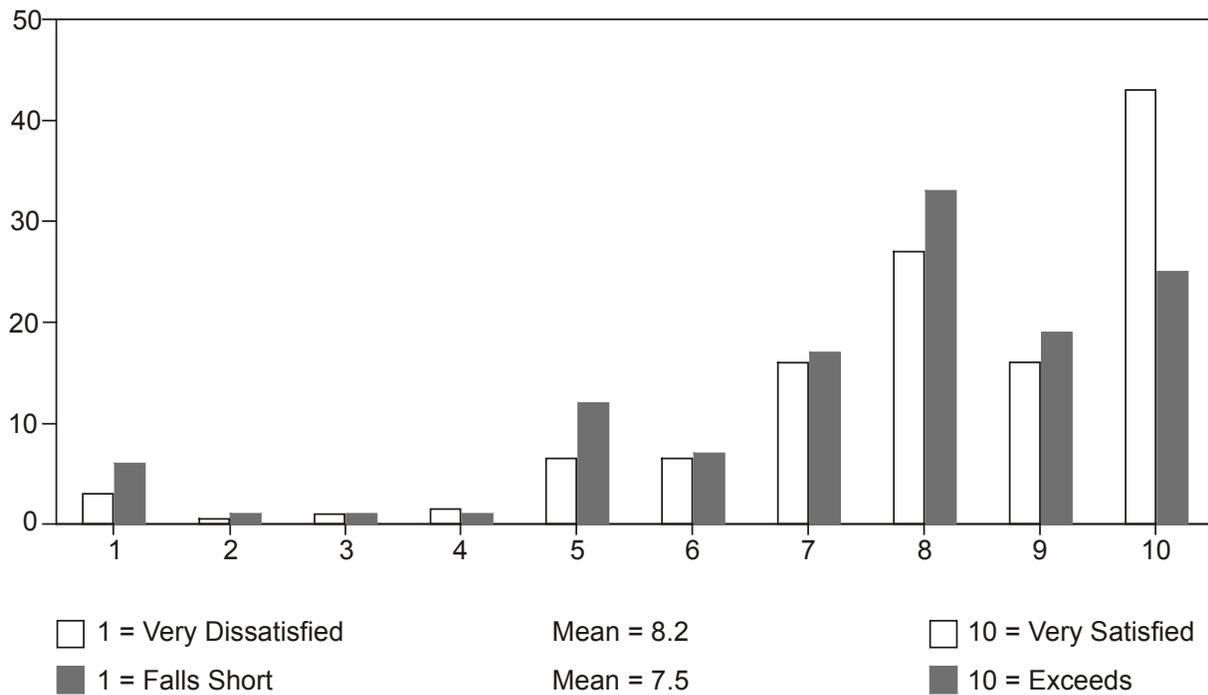
- Respondents reported high levels of satisfaction with services. On a scale of 1–10 with one being “very dissatisfied” and 10 meaning “very satisfied,” responses averaged 8.2. (See Exhibit 8.) Surprisingly though, responses averaged just 7.3 on the same scale when survey participants rated whether services had met their expectations. (See Exhibit 8.)
- Rural residents consistently expressed higher levels of satisfaction than their urban counterparts.
- Among participating employers, about 60 percent were located in rural areas with approximately 40 percent in urban areas. Employers registered the same satisfaction average as the participants (8.2) on the same question using the same scale. Somewhat more employers though said the services met their expectations (7.5). As with participants, rural employers may be more willing to devote time to the survey than their urban counterparts. (See Exhibit 8.)
- Again as participants did, rural employers expressed higher levels of satisfaction than urban employers. This may be in part because fewer services are available in rural areas and both participants and employers have fewer options for assistance.

### Exhibit 8: Satisfaction Is High Among Participants and Employers

Customer Satisfaction Survey Responses Among Participants



Customer Satisfaction Survey Responses Among Employers



**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	66	75.1	503	2,013	1,591	31.6%
Employers	64	75.5	228	734	594	38.4%

**Table B: Adult Program Results At-A-Glance**

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	63%	72.9%	798
			1,094
Employment Retention Rate	77%	67.1%	660
			984
Earnings Change in Six Months	\$2,833	\$3,028	\$2,473,588
			817
Employment and Credential Rate	45%	39.8%	397
			998

**Table C: Outcomes for Adult Special Populations**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	60.6%	60	60.9%	42	66.7%	48	63.6%	42
		99		69		72		66
Employment Retention Rate	67.2%	45	63.3%	31	80.0%	40	73.8%	31
		67		49		50		42
Earnings Change in Six Months	\$3,124	\$171,838	\$5,362	\$241,298	\$2,393	\$110,070	\$2,777	\$99,959
		55		45		46		36
Employment And Credential Rate	37.8%	28	20.3%	13	16.7%	9	26.7%	16
		74		64		54		60

**Table D: Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	71.1%	567 797	77.8%
Employment Retention Rate	76.9%	557 724	39.6%	103 260
Earnings Change in Six Months	\$3,152	\$2,146,173 681	\$2,407	\$327,415 136

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
	Entered Employment Rate	76%	78.2%
Employment Retention Rate	85%	88.1%	894 1,015
Earnings Replacement in Six Months	88%	92.5%	\$10,504,533 \$11,359,382
Employment and Credential Rate	45%	19.0%	168 883

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

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
	Entered Employment Rate	75.7%	137 181	76.9%	20 26	72.7%	125 172	0.0%
Employment Retention Rate	81.8%	112 137	80.0%	16 20	85.6%	107 125	0.0%	NUM DEN
Earnings Replacement Rate	89.6%	\$1,541,739 \$1,721,373	103%	\$166,280 \$161,263	74.2%	\$1,206,279 \$1,625,910	0.0%	NUM DEN
Employment and Credential Rate	17.7%	23 130	23.8%	5 21	15.6%	17 109	0.0%	NUM DEN

**Table G: Other Outcome Information for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	79.9%	670 839	75.2%
Employment Retention Rate	87.9%	589 670	88.4%	305 345
Earnings Replacement Rate	92.9%	\$7,084,096 \$7,622,247	91.5%	\$3,420,457 3,737,135

**Table H: Older Youth Results At-a-Glance**

	<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Entered Employment Rate	54%	71.6%	222
			310
Employment Retention Rate	75%	70.0%	189
			270
Earnings Change in Six Months	\$2,313	\$3,274	\$785,860
			240
Credential Rate	37%	30.7%	117
			381

**Table I: Outcomes for Older Youth Special Populations**

<b>Reported Information</b>	<b>Public Assistance Recipients</b>		<b>Veterans</b>		<b>Individuals with Disabilities</b>		<b>Out-of-School Youth</b>	
Entered Employment Rate	56.3%	18	100.0%	1	25.0%	2	76.9%	90
		32		1		8		117
Employment Retention Rate	60.0%	12	100.0%	1	100.0%	2	67.6%	75
		20		1		2		111
Earnings Change in Six Months	\$2,421	\$41,161	\$4,888	\$4,888	\$6,963	\$13,925	\$2,986	\$283,682
		17		1		2		95
Credential Rate	26.5%	9	100.0%	1	0	0	32.2%	47
		34		3		10		146

**Table J: Younger Youth Results At-a-Glance**

	<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Skill Attainment Rate	60%	67.6%	1,401
			2,073
Diploma or Equivalent Attainment Rate	46%	22.8%	44
			193
Retention Rate	51%	5.6%	25
			450

**Table K: Outcomes for Younger Youth Special Populations**

<b>Reported Information</b>	<b>Public Assistance Recipients</b>		<b>Individuals with Disabilities</b>		<b>Out-of-School Youth</b>	
Skill Attainment Rate	66.4%	200	67.9%	110	73.8%	31
		301		162		42
Diploma or Equivalent Attainment Rate	8.3%	5	8.3%	2	0	0
		60		24		2
Retention Rate	8.1%	3	0	0	15.5%	9
		37		24		58

**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	
	NUM	DEN	NUM	DEN						
Adults	NUM		NUM		1.32%	13	\$3,034	\$1,941,792	11.19%	81
	DEN		DEN			984		640		724
Dislocated Workers	NUM		NUM		0.69%	7	\$5,398	\$5,381,453	20.30%	136
	DEN		DEN			1,015		997		670
Older Youth	NUM		NUM		0.0%	0	\$2,156	\$414,012		NUM
	DEN		DEN			274		192		DEN

**Table M: Participation Levels**

	Total Participants Served	Total Exitters
Adults	3,807	1,717
Dislocated Workers	2,317	960
Older Youth	644	328
Younger Youth	2,967	1,422

**Table N: Cost of Program Activities**

Program Activity		Total Federal Spending
Local Adults		\$9,114,984
Local Dislocated Workers		\$3,776,897
Local Youth		\$8,641,109
Rapid Response (up to 25%) §134 (a) (2) (A)		\$1,589,300
Statewide Required Activities (Up to 15%) §134 (a) (2) (B)		\$2,499,767
Statewide Allowable Activities §134 (a) (3)	Eligible Training Provider List	\$312,551
	Incentive Funds*	0
	Technical Assistance and Capacity Building	\$117,458
	Labor Market Information	\$66,475
	Adult (older worker)**	\$30,150
	Incumbent Worker**	0
	High Concentrations of Eligible Youth**	0
	Statewide Youth Activities**	0
	Displaced Homemaker**	0
Total of All Federal Spending Listed Above		\$25,622,057

\*Incentive Funds will not be distributed until December 31, 2001. \*\*These funds have been distributed, but no expenditures took place in PY2000. The uses of the funds are presented below.

#### 10% Governor's Reserves—Set-asides for PY 2000

Arizona utilized its 10% funds to support tasks critical to the implementation and development of WIA in the state. The General Set-Aside totaled \$2,188,849, while the Program Set-Aside was \$2,188,491. The Governor's Set-Aside totaled \$2,188,491. The state's activities and projected expenditures included:

##### General Set-Aside

Eligible Training Provider List\*—\$333,190 for the Eligible Training Provider List (ETPL)

The WIA requires states to establish policies and procedures for the selection of service training providers for Individual Training Accounts (ITAs). The state also maintains and disseminates a state list of eligible service providers and works closely with LWIBs in submitting new training providers. The state annually reviews performance data, verifies performance information and monitors providers to determine continued certification of qualified service training providers.

Incentive Funds\*—\$1,176,052 for a WIA State Incentive

State incentive funds are available for Local Workforce Investment Areas that exceed performance measures and for regional collaboration and local coordination. Incentives are allocated in accordance with a formula developed by the Governor.

Technical Assistance/Capacity Building\*—\$579,249 for Technical Assistance and Capacity Building

Technical assistance and capacity building are state leadership activities. If a local area fails to meet the level of performance relating to its performance indicators for any program year, the state will provide technical assistance that may include assistance in the development of a performance improvement plan or the development of a modified local plan. Local areas may also receive capacity building funds to enhance their effectiveness, strengthen direct services provided to participants, and develop exemplary program activities. These funds will be 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.

Labor Market Information—\$100,000 for Labor Market Information

The WIA provision requires states to develop a statewide employment statistics system. LMI funds will be used to maintain demographic information and current economic and demographic data to determine WIA funding allocations, incentive distribution, and performance standards.

##### Program Set-Aside

Adult & Dislocated Worker Activities—\$588,491 for an Older Worker Training Program (55+)

Under JTPA, there was an automatic set-aside for an Older Worker training program. With WIA, this set-aside was removed. In Arizona, the Title V Older Worker program is required to allocate funds for "work assignments." In Program Year 2000, only \$6000 has been allocated for

training. It is recommended that funds be disbursed to provide training opportunities for those older workers determined most in need of training to achieve self-sufficiency.

#### Incumbent Worker Training—\$600,000 for an Incumbent Worker Training Program

Spending will involve a three-fold plan for enhancing Arizona’s new incumbent worker program. The first element augments the training dollars available to Arizona businesses under the incumbent worker portion of the Arizona Job Training Program. The plan also involves developing GSPED cluster-specific training plans and curricula. Once these training plans and curricular are in place, aggressive marketing and program evaluation components will be instituted to ensure long-term success. Finally, the Arizona Job Training Program will establish a formal relationship with Arizona’s One-Stop Career Center System to help companies locate qualified Arizona workers.

#### High Concentrations of Eligible Youth\*—\$300,000 to assist areas with High Concentrations of Eligible Youth

It is recommended that a portion of the funds be set-aside for local workforce investment areas with concentrations of poor youth. A threshold should be established so that an area receiving less than \$500,000 in Title I-B Youth dollars will be eligible for funding.

#### Statewide Youth Activities—\$250,000 to Complement Other Programs

This activity supports House Bill 2405 – AIMS Intervention and Dropout Prevention. It provides funds for direct services from programs serving students in grades 9–12.

#### Displaced Homemakers/Non-Traditional Training—\$450,000 for Training Activities

Under WIA a “traditional” displaced homemaker has the opportunity to be served with dislocated worker formula funds under Title I-B. However, since funds are limited, it is recommended funding be made available for training services for individuals who have been providing unpaid services to family members and are dependent on the income of the family but are no longer supported by that income and are underemployed/unemployed.

#### Governor’s Set-Aside

#### State Administration—\$2,188,491 for State Administration

The Arizona Department of Economic Security and the Arizona Department of Commerce use WIA funds for administration, including audit resolutions, equal opportunity services, operational expenses of the state council, performance reporting, operating and maintaining fiscal accountability, legal services, and indirect costs.

\*Required activity

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

<b>Local Area Name</b> <u>COCHISE COUNTY</u>	<b>Total Participants Served</b>	<b>Adults</b>	114
		<b>Dislocated Workers</b>	33
		<b>Older Youth</b>	48
		<b>Younger Youth</b>	220
<b>ETA Assigned #</b> <u>4005</u>	<b>Total Exitters</b>	<b>Adults</b>	67
		<b>Dislocated Workers</b>	13
		<b>Older Youth</b>	46
		<b>Younger Youth</b>	169
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0	75.1
	<b>Employers</b>	64.0	75.5
<b>Entered Employment Rate</b>	<b>Adults</b>	59%	85.0%
	<b>Dislocated Workers</b>	75%	94.1%
	<b>Older Youth</b>	63%	39.0%
<b>Retention Rate</b>	<b>Adults</b>	74%	70.0%
	<b>Dislocated Workers</b>	82%	78.1%
	<b>Older Youth</b>	70%	88.2%
	<b>Younger Youth</b>	51%	0.0%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$2,900	\$3,260
	<b>Dislocated Workers</b>	82%	157.8%
	<b>Older Youth</b>	\$2,500	\$3,668
<b>Credential/Diploma Rate</b>	<b>Adults</b>	43%	17.0%
	<b>Dislocated Workers</b>	45%	89.5%
	<b>Older Youth</b>	37%	4.8%
	<b>Younger Youth</b>	46%	14.3%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60%	68.9%
<b>Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance")</b>		NA	

<b>Local Area Name</b> <u>GILA/PINAL COUNTIES</u>	<b>Total Participants Served</b>	<b>Adults</b>	162
		<b>Dislocated Workers</b>	162
		<b>Older Youth</b>	74
		<b>Younger Youth</b>	40
<b>ETA Assigned #</b> <u>4010</u>	<b>Total Exiters</b>	<b>Adults</b>	61
		<b>Dislocated Workers</b>	81
		<b>Older Youth</b>	26
		<b>Younger Youth</b>	18
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0	75.1
	<b>Employers</b>	64.0	75.5
<b>Entered Employment Rate</b>	<b>Adults</b>	58%	77.3%
	<b>Dislocated Workers</b>	79%	98.7%
	<b>Older Youth</b>	50%	96.2%
<b>Retention Rate</b>	<b>Adults</b>	79%	40.6%
	<b>Dislocated Workers</b>	90%	1.3%
	<b>Older Youth</b>	78%	25.0%
	<b>Younger Youth</b>	51%	27.3%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$2,600	\$2,912
	<b>Dislocated Workers</b>	88%	105.5%
	<b>Older Youth</b>	\$2,700	\$4,048
<b>Credential/Diploma Rate</b>	<b>Adults</b>	43%	59.8%
	<b>Dislocated Workers</b>	45%	14.6%
	<b>Older Youth</b>	37%	58.1%
	<b>Younger Youth</b>	51%	0.0%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60%	0.0%
<b>Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"))</b>		NA	

<b>Local Area Name</b> <b>GRAHAM COUNTY</b>	<b>Total Participants Served</b>	<b>Adults</b>	31
		<b>Dislocated Workers</b>	3
		<b>Older Youth</b>	29
		<b>Younger Youth</b>	28
<b>ETA Assigned #</b> <b>4015</b>	<b>Total Exiters</b>	<b>Adults</b>	8
		<b>Dislocated Workers</b>	2
		<b>Older Youth</b>	4
		<b>Younger Youth</b>	1
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0	75.1
	<b>Employers</b>	64.0	75.5
<b>Entered Employment Rate</b>	<b>Adults</b>	50%	0.0%
	<b>Dislocated Workers</b>	75%	0.0%
	<b>Older Youth</b>	41%	0.0%
<b>Retention Rate</b>	<b>Adults</b>	70%	0.0%
	<b>Dislocated Workers</b>	68%	0.0%
	<b>Older Youth</b>	63%	0.0%
	<b>Younger Youth</b>	51%	0.0%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$2,800	\$0
	<b>Dislocated Workers</b>	92%	0.0%
	<b>Older Youth</b>	\$2,000	\$0
<b>Credential/Diploma Rate</b>	<b>Adults</b>	43%	0.0%
	<b>Dislocated Workers</b>	45%	0.0%
	<b>Older Youth</b>	37%	0.0%
	<b>Younger Youth</b>	51%	0.0%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60%	0.0%
<b>Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"))</b>		<b>NA</b>	

<b>Local Area Name</b> <u>GREENLEE COUNTY</u>	<b>Total Participants Served</b>	<b>Adults</b>	3
		<b>Dislocated Workers</b>	14
		<b>Older Youth</b>	5
		<b>Younger Youth</b>	0
<b>ETA Assigned #</b> <u>4020</u>	<b>Total Exiters</b>	<b>Adults</b>	1
		<b>Dislocated Workers</b>	4
		<b>Older Youth</b>	0
		<b>Younger Youth</b>	0
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0	75.1
	<b>Employers</b>	64.0	75.5
<b>Entered Employment Rate</b>	<b>Adults</b>	50%	100.0%
	<b>Dislocated Workers</b>	60%	0.0%
	<b>Older Youth</b>	50%	100.0%
<b>Retention Rate</b>	<b>Adults</b>	50%	0.0%
	<b>Dislocated Workers</b>	60%	0.0%
	<b>Older Youth</b>	50%	100.0%
	<b>Younger Youth</b>	48%	0.0%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$2,000	\$0
	<b>Dislocated Workers</b>	70%	0.0%
	<b>Older Youth</b>	\$1,900	\$17,324
<b>Credential/Diploma Rate</b>	<b>Adults</b>	40%	0.0%
	<b>Dislocated Workers</b>	40%	0.0%
	<b>Older Youth</b>	34%	0.0%
	<b>Younger Youth</b>	40%	0.0%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	55%	0.0%
<b>Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"))</b>		NA	

<b>Local Area Name</b> <b><u>CITY OF PHOENIX</u></b>	<b>Total Participants Served</b>	<b>Adults</b>	1,281
		<b>Dislocated Workers</b>	552
		<b>Older Youth</b>	50
		<b>Younger Youth</b>	392
<b>ETA Assigned #</b> <b><u>4025</u></b>	<b>Total Exiters</b>	<b>Adults</b>	812
		<b>Dislocated Workers</b>	198
		<b>Older Youth</b>	24
		<b>Younger Youth</b>	80
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0	75.1
	<b>Employers</b>	67.0	75.5
<b>Entered Employment Rate</b>	<b>Adults</b>	71%	56.4%
	<b>Dislocated Workers</b>	82%	66.7%
	<b>Older Youth</b>	58%	100.0%
<b>Retention Rate</b>	<b>Adults</b>	80%	70.8%
	<b>Dislocated Workers</b>	90%	50.0%
	<b>Older Youth</b>	80%	33.3%
	<b>Younger Youth</b>	53%	0.0%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$3,200	\$1,093
	<b>Dislocated Workers</b>	89%	50.5%
	<b>Older Youth</b>	\$2,800	-\$1,137
<b>Credential/Diploma Rate</b>	<b>Adults</b>	46%	0.0%
	<b>Dislocated Workers</b>	50%	0.0%
	<b>Older Youth</b>	41%	66.7%
	<b>Younger Youth</b>	52%	0.0%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	70%	85.7%
<b>Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance")</b>		NA	

<b>Local Area Name</b> <u>PIMA COUNTY</u>	<b>Total Participants Served</b>	<b>Adults</b>	254
		<b>Dislocated Workers</b>	547
		<b>Older Youth</b>	32
		<b>Younger Youth</b>	423
<b>ETA Assigned #</b> <u>4030</u>	<b>Total Exiters</b>	<b>Adults</b>	99
		<b>Dislocated Workers</b>	228
		<b>Older Youth</b>	29
		<b>Younger Youth</b>	190
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0	75.1
	<b>Employers</b>	67.0	75.5
<b>Entered Employment Rate</b>	<b>Adults</b>	70%	68.9%
	<b>Dislocated Workers</b>	76%	78.4%
	<b>Older Youth</b>	50%	67.6%
<b>Retention Rate</b>	<b>Adults</b>	78.5%	86.1%
	<b>Dislocated Workers</b>	85%	89.4%
	<b>Older Youth</b>	73%	77.1%
	<b>Younger Youth</b>	54%	0.0%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$2,400	\$2,845
	<b>Dislocated Workers</b>	88%	91.6%
	<b>Older Youth</b>	\$2,100	\$4,645
<b>Credential/Diploma Rate</b>	<b>Adults</b>	45%	41.3%
	<b>Dislocated Workers</b>	50%	11.9%
	<b>Older Youth</b>	41%	28.0%
	<b>Younger Youth</b>	54%	35.3%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	70%	70.0%
<b>Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"))</b>		NA	

<b>Local Area Name</b> <b>MARICOPA COUNTY</b>	<b>Total Participants Served</b>	<b>Adults</b>	1,120
		<b>Dislocated Workers</b>	687
		<b>Older Youth</b>	18
		<b>Younger Youth</b>	434
<b>ETA Assigned #</b> <b>4035</b>	<b>Total Exiters</b>	<b>Adults</b>	274
		<b>Dislocated Workers</b>	245
		<b>Older Youth</b>	9
		<b>Younger Youth</b>	160
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	67.0	75.1
	<b>Employers</b>	66.0	75.5
<b>Entered Employment Rate</b>	<b>Adults</b>	75%	74.6%
	<b>Dislocated Workers</b>	79%	77.0%
	<b>Older Youth</b>	54%	65.6%
<b>Retention Rate</b>	<b>Adults</b>	80%	79.6%
	<b>Dislocated Workers</b>	87%	90.9%
	<b>Older Youth</b>	76%	69.6%
	<b>Younger Youth</b>	53%	0.0%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$3,400	\$4,340
	<b>Dislocated Workers</b>	88%	98.2%
	<b>Older Youth</b>	\$2,500	\$2,326
<b>Credential/Diploma Rate</b>	<b>Adults</b>	46%	2.4%
	<b>Dislocated Workers</b>	50%	31.8%
	<b>Older Youth</b>	41%	2.9%
	<b>Younger Youth</b>	53%	3.2%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	70%	69.0%
<b>Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"))</b>		<b>NA</b>	

<b>Local Area Name</b> <u>SANTA CRUZ COUNTY</u>	<b>Total Participants Served</b>	<b>Adults</b>	65
		<b>Dislocated Workers</b>	0
		<b>Older Youth</b>	49
		<b>Younger Youth</b>	248
<b>ETA Assigned #</b> <u>4040</u>	<b>Total Exitters</b>	<b>Adults</b>	14
		<b>Dislocated Workers</b>	0
		<b>Older Youth</b>	37
		<b>Younger Youth</b>	68
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0	75.1
	<b>Employers</b>	64.0	75.5
<b>Entered Employment Rate</b>	<b>Adults</b>	60%	78.3%
	<b>Dislocated Workers</b>	75%	0.0%
	<b>Older Youth</b>	63%	85.0%
<b>Retention Rate</b>	<b>Adults</b>	77%	87.0%
	<b>Dislocated Workers</b>	84%	0.0%
	<b>Older Youth</b>	73%	93.8%
	<b>Younger Youth</b>	51%	41.7%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$2,900	\$4,292
	<b>Dislocated Workers</b>	92%	0.0%
	<b>Older Youth</b>	\$2,400	\$4,898
<b>Credential/Diploma Rate</b>	<b>Adults</b>	43%	71.4%
	<b>Dislocated Workers</b>	45%	0.0%
	<b>Older Youth</b>	37%	23.1%
	<b>Younger Youth</b>	46%	66.7%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60%	64.9%
<b>Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"))</b>		NA	

<b>Local Area Name</b> <u>YUMA COUNTY</u>	<b>Total Participants Served</b>	<b>Adults</b>	366
		<b>Dislocated Workers</b>	64
		<b>Older Youth</b>	154
		<b>Younger Youth</b>	742
<b>ETA Assigned #</b> <u>4045</u>	<b>Total Exiters</b>	<b>Adults</b>	194
		<b>Dislocated Workers</b>	44
		<b>Older Youth</b>	108
		<b>Younger Youth</b>	550
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0	75.1
	<b>Employers</b>	68.0	75.5
<b>Entered Employment Rate</b>	<b>Adults</b>	62%	69.5%
	<b>Dislocated Workers</b>	77%	76.9%
	<b>Older Youth</b>	62%	79.0%
<b>Retention Rate</b>	<b>Adults</b>	77%	75.3%
	<b>Dislocated Workers</b>	86%	93.3%
	<b>Older Youth</b>	77%	80.6%
	<b>Younger Youth</b>	53%	20.5%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$2,905	\$2,535
	<b>Dislocated Workers</b>	92%	107.0%
	<b>Older Youth</b>	\$2,200	\$3,012
<b>Credential/Diploma Rate</b>	<b>Adults</b>	46%	61.3%
	<b>Dislocated Workers</b>	50%	46.2%
	<b>Older Youth</b>	41%	54.4%
	<b>Younger Youth</b>	53%	66.7%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	70%	65.1%
<b>Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"))</b>		<b>NA</b>	

<b>Local Area Name</b> <u>APACHE COUNTY</u>	<b>Total Participants Served</b>	<b>Adults</b>	3
		<b>Dislocated Workers</b>	27
		<b>Older Youth</b>	1
		<b>Younger Youth</b>	4
<b>ETA Assigned #</b> <u>4060</u>	<b>Total Exiters</b>	<b>Adults</b>	1
		<b>Dislocated Workers</b>	10
		<b>Older Youth</b>	0
		<b>Younger Youth</b>	2
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0	75.1
	<b>Employers</b>	64.0	75.5
<b>Entered Employment Rate</b>	<b>Adults</b>	50%	0.0%
	<b>Dislocated Workers</b>	54%	0.0%
	<b>Older Youth</b>	50%	0.0%
<b>Retention Rate</b>	<b>Adults</b>	50%	0.0%
	<b>Dislocated Workers</b>	69%	0.0%
	<b>Older Youth</b>	50%	0.0%
	<b>Younger Youth</b>	48%	0.0%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$2,800	\$0
	<b>Dislocated Workers</b>	70%	0.0%
	<b>Older Youth</b>	\$2,300	\$0
<b>Credential/Diploma Rate</b>	<b>Adults</b>	40%	0.0%
	<b>Dislocated Workers</b>	40%	0.0%
	<b>Older Youth</b>	34%	0.0%
	<b>Younger Youth</b>	40%	50.0%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	55%	0.0%
<b>Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"))</b>		NA	

<b>Local Area Name</b> <b>COCONINO COUNTY</b>	<b>Total Participants Served</b>	<b>Adults</b>	25
		<b>Dislocated Workers</b>	16
		<b>Older Youth</b>	51
		<b>Younger Youth</b>	23
<b>ETA Assigned #</b> <b>4065</b>	<b>Total Exiters</b>	<b>Adults</b>	10
		<b>Dislocated Workers</b>	13
		<b>Older Youth</b>	8
		<b>Younger Youth</b>	15
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	64.0	75.1
	<b>Employers</b>	66.0	75.5
<b>Entered Employment Rate</b>	<b>Adults</b>	58%	57.1%
	<b>Dislocated Workers</b>	70%	64.4%
	<b>Older Youth</b>	53%	85.7%
<b>Retention Rate</b>	<b>Adults</b>	50%	84.6%
	<b>Dislocated Workers</b>	70%	86.2%
	<b>Older Youth</b>	76%	70.0%
	<b>Younger Youth</b>	51%	0.0%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$2,700	\$553
	<b>Dislocated Workers</b>	92%	74.2%
	<b>Older Youth</b>	\$2,700	\$1,546
<b>Credential/Diploma Rate</b>	<b>Adults</b>	43%	29.2%
	<b>Dislocated Workers</b>	45%	52.0%
	<b>Older Youth</b>	37%	36.4%
	<b>Younger Youth</b>	46%	37.5%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60%	93.8%
<b>Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"))</b>		<b>NA</b>	

<b>Local Area Name</b> <u>MOHAVE/LA PAZ</u> <u>COUNTIES</u>	<b>Total Participants Served</b>	<b>Adults</b>	60
		<b>Dislocated Workers</b>	124
		<b>Older Youth</b>	12
		<b>Younger Youth</b>	96
<b>ETA Assigned #</b> <u>4070</u>	<b>Total Exiters</b>	<b>Adults</b>	20
		<b>Dislocated Workers</b>	77
		<b>Older Youth</b>	4
		<b>Younger Youth</b>	45
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0	75.1
	<b>Employers</b>	64.0	75.5
<b>Entered Employment Rate</b>	<b>Adults</b>	71%	64.7%
	<b>Dislocated Workers</b>	72%	98.6%
	<b>Older Youth</b>	56%	73.7%
<b>Retention Rate</b>	<b>Adults</b>	71%	77.3%
	<b>Dislocated Workers</b>	83%	0.0%
	<b>Older Youth</b>	78%	68.8%
	<b>Younger Youth</b>	51%	3.6%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$2,550	\$2,802
	<b>Dislocated Workers</b>	88%	0.0%
	<b>Older Youth</b>	\$1,700	\$3,313
<b>Credential/Diploma Rate</b>	<b>Adults</b>	43%	48.1%
	<b>Dislocated Workers</b>	45%	6.9%
	<b>Older Youth</b>	37%	18.2%
	<b>Younger Youth</b>	60%	60.0%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	46%	75.2%
<b>Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"))</b>		NA	

<b>Local Area Name</b> <u>NAVAJO COUNTY</u>	<b>Total Participants Served</b>	<b>Adults</b>	57
		<b>Dislocated Workers</b>	49
		<b>Older Youth</b>	19
		<b>Younger Youth</b>	39
<b>ETA Assigned #</b> <u>4075</u>	<b>Total Exiters</b>	<b>Adults</b>	37
		<b>Dislocated Workers</b>	23
		<b>Older Youth</b>	3
		<b>Younger Youth</b>	11
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0	75.1
	<b>Employers</b>	64.0	75.5
<b>Entered Employment Rate</b>	<b>Adults</b>	69%	72.4%
	<b>Dislocated Workers</b>	75%	100.0%
	<b>Older Youth</b>	50%	0.0%
<b>Retention Rate</b>	<b>Adults</b>	79%	84.6%
	<b>Dislocated Workers</b>	70%	0.0%
	<b>Older Youth</b>	70%	0.0%
	<b>Younger Youth</b>	51%	0.0%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$2,900	\$2,324
	<b>Dislocated Workers</b>	70%	0.0%
	<b>Older Youth</b>	\$2,300	\$0
<b>Credential/Diploma Rate</b>	<b>Adults</b>	43%	77.4%
	<b>Dislocated Workers</b>	45%	0.0%
	<b>Older Youth</b>	37%	0.0%
	<b>Younger Youth</b>	40%	0.0%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60%	81.8%
<b>Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"))</b>		NA	

<b>Local Area Name</b> <u>YAVAPAI COUNTY</u>	<b>Total Participants Served</b>	<b>Adults</b>	82
		<b>Dislocated Workers</b>	36
		<b>Older Youth</b>	7
		<b>Younger Youth</b>	58
<b>ETA Assigned #</b> <u>4080</u>	<b>Total Exiters</b>	<b>Adults</b>	36
		<b>Dislocated Workers</b>	67
		<b>Older Youth</b>	1
		<b>Younger Youth</b>	9
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	64.0	75.1
	<b>Employers</b>	66.0	75.5
<b>Entered Employment Rate</b>	<b>Adults</b>	70%	65.6%
	<b>Dislocated Workers</b>	79%	76.5%
	<b>Older Youth</b>	64%	57.1%
<b>Retention Rate</b>	<b>Adults</b>	79%	80.0%
	<b>Dislocated Workers</b>	89%	88.5%
	<b>Older Youth</b>	69%	83.3%
	<b>Younger Youth</b>	51%	0.0%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$2,400	\$3,859
	<b>Dislocated Workers</b>	92%	94.9%
	<b>Older Youth</b>	\$2,200	\$2,870
<b>Credential/Diploma Rate</b>	<b>Adults</b>	43%	40.0%
	<b>Dislocated Workers</b>	45%	8.1%
	<b>Older Youth</b>	37%	0.0%
	<b>Younger Youth</b>	46%	0.0%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60%	92.3%
<b>Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"))</b>		NA	

<b>Local Area Name</b> <u>TRIBES</u>	<b>Total Participants Served</b>	<b>Adults</b>	184
		<b>Dislocated Workers</b>	3
		<b>Older Youth</b>	65
		<b>Younger Youth</b>	220
<b>ETA Assigned #</b> <u>4090</u>	<b>Total Exiters</b>	<b>Adults</b>	83
		<b>Dislocated Workers</b>	0
		<b>Older Youth</b>	29
		<b>Younger Youth</b>	68
		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	66.0	75.1
	<b>Employers</b>	64.0	75.5
<b>Entered Employment Rate</b>	<b>Adults</b>	59%	96.9%
	<b>Dislocated Workers</b>	70%	0.0%
	<b>Older Youth</b>	54%	100.0%
<b>Retention Rate</b>	<b>Adults</b>	67%	1.2%
	<b>Dislocated Workers</b>	85%	0.0%
	<b>Older Youth</b>	72%	0.0%
	<b>Younger Youth</b>	51%	0.0%
<b>Earnings Change/Earnings Replacement in Six Months</b>	<b>Adults</b>	\$2,000	\$5,392
	<b>Dislocated Workers</b>	85%	0.0%
	<b>Older Youth</b>	\$2,300	\$0
<b>Credential/Diploma Rate</b>	<b>Adults</b>	43%	25.0%
	<b>Dislocated Workers</b>	45%	0.0%
	<b>Older Youth</b>	37%	10.7%
	<b>Younger Youth</b>	46%	9.5%
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	60%	0.0%
<b>Description of Other State Indicators of Performance (WIA §136 (d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"))</b>		<b>NA</b>	

## Success Stories from Participants and Employers

### A Young Yuman Starts a Career

Unemployed 20-year-old Adriana came to the Yuma Private Industry Council for help. The fourth of ten children, she had participated in youth programs to earn money for school clothes and wanted to see what might help her out of her current dead-end situation. Adriana enrolled in Yuma's on-the-job training program to learn office skills while earning a living. After completing a six-month training period with perfect attendance, Adriana began a full-time job as a receptionist with Desert Dermatology. Her employer is enthusiastic about Adriana and Yuma's program. For her part, Adriana is keeping an eye on the office manager's position at Desert Dermatology and other offices.

### A Small Business Promotes Training for Employees

John Sternitzke of Sternco Engineering promotes independence in those he works with and is committed to his employees' success. During her on-the-job training with Sternco Engineering, the firm provided Jessica with the opportunity to participate in AutoCAD 2000 training in Phoenix. Owner Sternitzke allows all of his employees to attend paid college courses and further their educations, stating that anything he puts into his employees he gets back ten-fold. Sternco Engineering offers participants experience in the field of engineering and the confidence they need to stay in control of their futures.

### Moving From Low-Wage Jobs to High-Potential Careers in Northern Arizona

A 28-year-old data entry clerk making \$8 per hour received two years of funding assistance to finish her degree at Northern Arizona University. She earned a Bachelor of Science degree in computer information systems. Within a month of graduation, she obtained a position as a computer programmer making over \$40,000 a year. In a similar story, a major manufacturer in northern Arizona laid off a newly married 22-year-old assembly worker. WIA helped him complete a business degree at Northern Arizona University. He soon began a job as a manufacturer's representative for a national lighting manufacturer making over \$10,000 more than he did previously.

### A Northern Arizona Worker Gets Help Changing Careers

A 50-something man, with a family to support, was laid off from a mining company. Concerned that his age would be a barrier in gaining equivalent employment, WIA staff worked with him weekly for five months on how to present himself and how to demonstrate his value to an employer. By the beginning of the sixth month he was employed in a comparable position earning about \$10,000 more per year.

### Southern Arizona Institute for Advanced Technology Supports High-Tech Careers

Like Pima's One-Stop Centers, Southern Arizona Institute for Advanced Technology (SAIAT) connects businesses to trained job seekers. This industry-based technical institute offers certification and credit classes for occupations in high-demand, new technology fields.

Implemented and managed by a partnership of community organizations and private industry, the Institute provides curriculum in a fast track format suitable for both development of the local workforce and for export to a national and global market via distance learning. SAIAT soon will host an applied engineering program with the collaboration of Pima Community College and Arizona State University.

#### Adult Education Helps an Experienced Worker Overcome Being Laid Off

Linda had been laid off after working at a Phoenix-area company for 11 years. She had worked her way up and earned a good living despite not having a high school diploma. Looking for another job though showed her how important education had become. She came to the Mesa Workforce Development Center for help. After speaking with a Career Guidance Specialist, she enrolled (with some trepidation) in Rio Salado College's Adult Basic Education classes. After positive experiences in the classes, Linda encouraged her daughter, who had also dropped out of school, to join her at Rio Salado. Both Linda and her daughter completed the classes and their GEDs. Linda feels good about herself and her future. She knows that she has improved herself and her daughter's opportunities for further success.

#### Schuff Steel Keeps Its Commitments to Training

Dave and Scott Schuff started Schuff Steel in 1976. The firm is now one of the largest steel fabrication and erection companies in the western United States. Early in 2001, Schuff Steel made an on-the-job training agreement with the Maricopa Workforce Development Center in Glendale. Since that time, five job seekers have participated in the program at Schuff's Phoenix shop. Michael was the first to complete the program. Now Michael is a permanent full-time employee of Schuff Steel earning over \$10.00 an hour and aspiring to a Fitter/Welder position. Schuff Steel remains committed to "making it happen" by initiating additional training opportunities at its Gilbert shop.

#### Hanjin Shipping Benefits from Assistance with Recruiting New Employees

Hanjin Shipping (one of the three largest shipping companies in the world) decided that Tempe would be a good location for their newest site. Since Hanjin was new to metro Phoenix, they followed up on a colleague's suggestion to check out the services provided to the business community by the Maricopa Workforce Development Centers. Staff at the Mesa Maricopa Workforce Development Center immediately started working with Hanjin to see how to assist them with their employee recruitment efforts. Hanjin's human resources manager told Mesa staff that their new facility had not yet been completed, and they were looking for a location to set up at and conduct interviews. Hanjin had already placed classified ads in the *Arizona Republic* to recruit employees. After the applications and resumes had been collected, Center staff helped screen candidates for interviews. In addition, the Center set up approximately 200 interviews for Hanjin positions over a six-day period. Through coordination of staff efforts, the Center was able to accommodate Hanjin Shipping's needs and help them to open their Tempe facility right on schedule.

## Strengths and Challenges

The data reported here reflect a transition period that included setbacks along with accomplishments. For local areas and the state, the move from JTPA to WIA was an exciting, but not always an easy or productive, endeavor. Letting go of old habits proved to be harder than anyone anticipated. Definitions, carrying participants from one program to another, credentialing, and new types of records and requirements for documentation and accountability were just some of the areas that required significant time and attention—and sometimes took both away from participants and performance.

Arizona's first WIA results attest to the state's strengths and ongoing challenges. On the positive side, Arizona is pleased to have met nearly all of the standards—some by substantial margins. Services clearly make a difference in getting and keeping jobs and in increasing earnings. Older youth performance shines at a time when leaders, educators, and parents are increasingly concerned about young people's transitions to work. In addition, training remains a sound pathway to jobs and higher earnings. The WIA investment in Arizona appears to be repaid readily with millions of dollars in new wages reported.

There is, however, work to be done to increase performance and satisfaction in all areas. Unfortunately, the state's economy slowed during the year, increasing unemployment and the challenge of finding jobs. Arizona's less-dynamic rural economies continue to struggle with having enough employment for those who want to work. Despite these circumstances though, some professionals acknowledge that they were perhaps overly cautious in this first year. Programs spent less on training than they might have, thus limiting unnecessarily the number of Arizonans who might have benefited. Core and intensive services warrant review to see if they are at a level to truly meet the needs of participants, since fewer of these participants got jobs. Satisfaction appears to be high, but the actual meaning of those numbers is fuzzy because there is insufficient data to understand participants' outlooks and experiences.

The challenges local staff members cite provide further insights into Arizona's performance. Professionals throughout the state noted continuing needs that dramatically affect program results, including:

- Marketing the services to employers and participants and informing communities about workforce development
- Increasing cooperation and collaboration among partner programs
- Extending the reach of the Workforce Investment Boards further into communities
- Expanding information technology again to improve program operations
- Creating a user-friendly data system that provides ongoing information on performance
- Training for staff to ensure quality services

One workforce professional summed up the transition experience with “I'm just glad it's over.” Now, Arizona can get on with its plans for improvement and increases in performance, and there are many of those in administrative and policy areas.

## **State Evaluation of Workforce Investment Activities**

During PY 2000, Arizona did not undertake any statewide evaluations beyond the ongoing reporting and analysis of performance-related information. This does not mean, however, that evaluation is not a vital function for the future or that Arizona will not devote substantial resources to it. In fact, Arizona has begun to develop a comprehensive effort to assess One-Stop Centers as part of the development of the Arizona Workforce Connection identity or “brand.” Through this process that will include internal and external tools, the One-Stop Centers’ services, outreach, and operations will be reviewed thoroughly. Centers that are on target will become a partner in the Arizona Workforce Connection network. In addition, Arizona is now pulling together the pieces of a web-based One-Stop data system that will allow staff to access information about people and services across programs. The web-based application is expected to alleviate some of the dissatisfaction with the current state records system that does not facilitate providers “talking” to one another.

Other areas related to evaluation call for improvement and further development. Notably, training for state and local staff members and technical assistance for local areas are central to success in the coming years. For example, WIA’s emphasis on credentials is different from previous programs. State and local areas should work together to define better what types of training and documentation are acceptable. More efforts are needed to ensure that staff members understand the performance record-keeping and reporting systems and how to use them fully. In addition, monitoring warrants upgrading. Without more evaluation tools and skills at the state and local levels, the promise of performance-based programs largely will go unfulfilled.

## **Next Steps for Arizona**

In November 2001, the Governor’s Council passed Resolution #24. This innocuous sounding event identified the shortcomings of the initial year and marked the beginning of Arizona’s next phase of WIA development, namely stabilization and continuous improvement. Now with Workforce Investment Boards and plans in place, as well as experience with new operations, the time is ripe to move on to integration and improvement. In this report a year from now, readers will learn about the effects of steps to further align planning with outcome measures, organizational self-assessments, and customer service improvements. Readers should also anticipate seeing higher performance levels and even more local innovation.

The Governor’s Council and its partners plan to integrate employment and welfare programs and continue to expand the capabilities of the One-Stop Centers. In each place, thanks to the Arizona Workforce Connection (AWC) certification process, customers will notice the same look and feel from center to center. AWC will exploit improvements in technology to deliver employment services, public information, links to employers’ sites and search engines, labor market information, unemployment insurance data, and more everyday, 24 hours a day. Over the next several years, the efforts that began with Resolution 24 will yield an integrated customer-driven, statewide system that measures and delivers results.

Integration sounds good, but it cannot become a reality without greater definition and common understandings. For the Governor’s Council, integration means:

- Common intake and assessment processes
- Case management<sup>8</sup> for all programs
- Cross training for case managers in all programs
- Information technology access for all programs
- Common performance measures across all programs

As it does now, the Division of Employment and Rehabilitation Services in the Arizona Department of Economic Security will play an important role since it manages so many employment and job support programs. The Workforce Development Administration, along with the Office of Workforce Development in the Arizona Department of Commerce, will pursue its coordinating role.

Administratively, the Workforce Development Administration will focus on more training for and evaluation in local areas as well as on revamping the customer satisfaction survey process. Overall, the Workforce Development Administration anticipates building more cooperative relationships with local areas to encourage open communication and mechanisms to clarify issues and encourage creativity.

During this first full implementation year, Arizona's accomplishments included meeting nearly all performance measures, in addition to increased cooperation, satisfaction, and leadership. Now with new ideas and plans in place, much more can happen. Next year, stakeholders from employers to participants to policy makers and workforce professionals can anticipate stabilization, integration, and further progress toward a system that works for all Arizonans.

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<sup>8</sup> Case management means that one person coordinates all services for an individual and is the only contact the customer needs to interact with to obtain the services he or she needs.

## One-Stop Directory

Locations and contact people are listed below.

APACHE COUNTY	
<p><b>Apache County Workforce Partnership</b>            1359 E. Main Street, Highway 60            Los Arcos Plaza            Springerville, AZ 85938            (928) 333-4454</p>	<p>Cheri Castillo, Program Manager            P.O. Box 606            Springerville, AZ 85938            (928) 333-4454 (928) 333-2903 Fax  <a href="mailto:ccastillo@co.apache.az.us">ccastillo@co.apache.az.us</a></p>
COCHISE COUNTY	
<p><b>Cochise County Workforce Development</b>            1706 10th Street            Douglas, AZ 85607            (928) 364-8906</p> <p><b>Arizona Department of Economic Security</b>            2981 E. Tacoma            Sierra Vista, AZ 85635            (928) 459-3206</p> <p><b>Cochise County Workforce Development</b>            650 E. Wilcox            Sierra Vista, AZ 85635            (928) 458-4200</p>	<p>Vada Phelps, Executive Director            Cochise County Workforce Development            650 E. Wilcox Drive            Sierra Vista, AZ 85635            (928) 458-4200 (928) 458-1409 Fax  <a href="mailto:vphelps@CPIC-CAS.org">vphelps@CPIC-CAS.org</a>  <a href="http://www.cochise.org/onestop">www.cochise.org/onestop</a></p>
COCONINO COUNTY	
<p><b>Arizona Department of Economic Security</b>            397 Malpais Lane, #9            Flagstaff, AZ 86001            (928) 779-4557</p> <p><b>Coconino County Career Center</b>            Arizona Dept. of Economic Security            337 N. Navajo            P.O. Box 4269            Page, AZ 86040            (928) 645-5201</p>	<p>Carol Curtis, Director            110 E. Cherry Avenue            Flagstaff, AZ 86001-4627            (928) 522-7900 (928) 522-7919 Fax  <a href="mailto:ccurtis@co.coconino.az.us">ccurtis@co.coconino.az.us</a>  <a href="http://co.coconino.az.us/careercenter">http://co.coconino.az.us/careercenter</a></p>
GILA AND PINAL COUNTIES	
<p><b>Gila County One-Stop</b>            1100 Monroe Street            Globe, AZ 85501            (928) 425-7631</p>	<p>Bob Maldonado, Director            Gila Co. Community Services Division            P.O. Box 2778            Globe, AZ 85502            (928) 425-7631 (928) 425-9468 Fax  <a href="mailto:bmaldonado@co.gila.az.us">bmaldonado@co.gila.az.us</a>  <a href="http://www.gilacountycommunityservicesdivision.org/">www.gilacountycommunityservicesdivision.org/</a></p>
GRAHAM COUNTY	
<p><b>WIA Title I Service Center</b>            826 W. Main St.            Safford, AZ 85546            (928) 428-7386</p>	<p>Neil Karnes, Director            Graham County Employment &amp; Training            826 West Main Street            Safford, AZ 85546            (928) 428-7386 (928) 428-8074 Fax  <a href="mailto:Nkarnes@graham.az.gov">Nkarnes@graham.az.gov</a>  <a href="http://www.aepnet.com/~graham1_os/index.htm">www.aepnet.com/~graham1_os/index.htm</a></p>

GREENLEE COUNTY

**Greenlee One-Stop Resource Center**  
Highway 191 and Wards Canyon Road  
Clifton, AZ 85533  
(928) 865-4151

Evangelina Esquivel  
Greenlee Career Center  
Highway 191 and Wards Canyon Road  
P.O. Box 1537  
Clifton, AZ 85533  
(928) 865-4151 (928) 865-356x Fax  
vesquivel@aepnet.com  
www.aepnet.com/~clifton\_os/

LAPAZ COUNTY

**La Paz Career Center**  
1113 Kofa Avenue  
Parker, AZ 85344  
(928) 669-9812

Cheryl Burns, Director  
La Paz Career Center  
1113 Kofa Avenue  
Parker, AZ 85344  
(928) 669-9812 (928) 669-6326 Fax  
cheryl\_burns@hotmail.com

MARICOPA COUNTY

**Mesa Workforce Connections Career Development Center**  
305 East Main St., Suite 200 (2nd Floor, Wells Fargo Bank Building)  
Mesa, AZ 85201  
(480) 668-8262

**Glendale Workforce Connections Career Development Center**  
9770 West Peoria Avenue  
Peoria, AZ 85345  
(623) 934-3231

Diana Shepherd  
Special Projects Coordinator  
Maricopa County Human Services Dept.  
2801 West Durango  
Phoenix, AZ 85009  
(602) 506-4812 (602) 506-8789 Fax  
dshepherd@mail.maricopa.gov  
www.hsd.maricopa.gov/mwc

MOHAVE COUNTY

**Mohave County Community Development Center**  
201 N. 4th Street  
Kingman, AZ 86401  
(928) 753-0723

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  
TDD (928) 753-0726  
lynne.steiger@co.mohave.az.us

NAVAJO COUNTY

**EARN-Employment and Resource Network  
Arizona Department of Economic Security**  
2500 East Cooley Street, Suite 410  
Show Low, AZ 85901  
(928) 537-4300

**Arizona Department of Economic Security**  
319 E. Third Street, 335C  
Winslow, AZ 86047  
(928) 289-4644

Rondi Moore  
One-Stop Coordinator  
2500 East Cooley Street, Suite 410  
Show Low, AZ 85901  
(928) 532-4300 (928) 537-9185 Fax

<p><b>NAVAJO NATION</b>  <b>Navajo Department of Workforce Development</b>  P.O. Box 1889  Window Rock, AZ 86515  (928) 871-7707 (928) 871-7116 Fax</p>	<p>Roslyn Curtis, Director  Navajo Department of Workforce Development  P.O. Box 1889  Window Rock, AZ 86515  (928) 871-7707 (928) 871-7116 Fax</p>
<p><b>NINETEEN TRIBAL NATIONS</b>  <b>Colorado River Indian Tribes</b>  Rt. 1  Box 23-B  Parker, AZ 85344  (928) 669-8555</p>	<p>Carol Mason, Program Coordinator  Inter Tribal Council of Arizona  2214 North Central Avenue, Suite 100  Phoenix, AZ 85004  (602) 258-4822 (602) 258-4825 fax  www.itcaonline.com</p>
<p><b>CITY OF PHOENIX</b>  <b>Phoenix Workforce Information Network</b>  PWIN North  9801 N. 7th Street  Phoenix, AZ 85020  (602) 861-0208</p>	<p>Yolanda Carrothers, One-Stop Coordinator  City of Phoenix, Employment &amp; Training Division  200 West Washington, 19th Floor  Phoenix, AZ 85003-1611  (602) 262-4036 (602) 534-3915 Fax  yolanda.carrothers@phoenix.gov  www.phoenix.gov</p>
<p><b>PIMA COUNTY</b>  <b>PIMA WORKS</b>  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  www.pimaworks.com</p>
<p><b>SANTA CRUZ COUNTY</b>  <b>Santa Cruz County One-Stop Center</b>  2935 N. Grand Avenue  Nogales, AZ 85621  (520) 281-1036  www.onestopsc.org/</p>	<p>Nils Urman  Director  2935 N. Grand Avenue  Nogales, AZ 85621  (520) 281-1036 (520) 281-1166 Fax  sccwia@theriver.com</p>
<p><b>YAVAPAI COUNTY</b>  <b>Arizona Department of Economic Security--  Cottonwood Center</b>  1645 E. Cottonwood Street, Suite E  Cottonwood, AZ 86326  (928) 634-3337</p>	<p>Teri Drew, Regional Director  P.O. Box 2451  Prescott, AZ 86302  (928) 778-1422 (928) 778-1756 Fax  tdrew@cableone.net</p>
<p><b>YUMA COUNTY</b>  <b>Career Resource Center</b>  3826 W. 16th Street  Yuma, AZ 85364  (928) 329-0990  www.ypic.com/crc.htm</p>	<p>Mercedes Dominguez  One-Stop System Manager  3826 W. 16th Street  Yuma, AZ 85364  (928) 329-0990 (928) 783-1825 Fax  mdominguez@ypic.com</p>

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## Acknowledgements

Special thanks are due to the following people for their many contributions to this report.

- Gwendolyn LeaMon, Workforce Development Administration, DES
- Stan Flowers, Workforce Development Administration, DES
- Edgar Casasola, Workforce Development Administration, DES
- Dean Grana, Workforce Development Administration, DES
- Steve Partridge, Office of Workforce Development, Arizona Department of Commerce
- Cheri Castillo, Apache County Workforce Partnership
- Jim Moore, City of Phoenix Employment and Training Administration
- Freida Reed, City of Phoenix Employment and Training Administration
- Vada Phelps, Cochise County Workforce Development Center
- Carol Curtis, Coconino County Workforce Investment
- Barb Valencia, Gila/Pinal Community Services
- Neil Karnes, Graham County Employment and Training Administration
- Evangelina Esquivel, Greenlee County Career Center
- Darcy Bucholz, Maricopa Workforce Connection
- Tanya Marks, Maricopa Workforce Connection
- Gail Sadler, Navajo Workforce Investment Board
- Charles Casey, Pima County Community Services
- Nils Urman, Santa Cruz Workforce Development
- Vanessa Andrade, Santa Cruz Workforce Development
- Teri Drew, NACOG Economic Workforce Development
- John Morales, Yuma County Private Industry Council
- Pat Romant, Yuma County Private Industry Council
- Don Eddy, Colorado River Indian Tribes
- Carol Mason, Inter Tribal Council of Arizona
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