

# **STATE OF TENNESSEE**

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**ANNUAL REPORT on the Workforce Investment Act Title I-B**

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**Submitted by Division of Workforce Development**

**October 2008**



Division of Workforce Development  
Tennessee Department of Labor and Workforce Development  
Annual Narrative Report to the Employment and Training Administration  
United States Department of Labor  
Program Year 2007

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Appendix A

Appendix B



STATE OF TENNESSEE  
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT

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PHIL BREDESEN  
GOVERNOR

JAMES G. NEELEY  
COMMISSIONER

October 1, 2008

The Honorable Elaine Chao  
Secretary of Labor  
U.S. Department of Labor  
200 Constitution Avenue  
Washington, DC 20210

Dear Secretary Chao:

We are pleased to submit the attached State of Tennessee Program Year (PY) 2007 Workforce Investment Act (WIA) Annual Report. This report documents Tennessee's performance outcomes and provides a narrative of our accomplishments over the past 12 months.

We have highlighted many strategic initiatives. These initiatives help to continue to improve our workforce delivery system. They will also help us to better align our workforce development efforts, and to provide more training dollars to high growth/high demand occupational areas. We are pleased to inform you that we have added the Career Readiness Certificate (CRC) program which has become valuable to employers. Employers are telling us that CRC has helped them cut costs in hiring new employees. Also, our work-ready customers are benefiting from use of the certificate by Tennessee employers. Other valuable programs are "Fast Track" (under the auspices of the Governor's Job Cabinet) and the Incumbent Worker Program. Fast Track has helped to train workers in new industries moving into Tennessee. The Incumbent Worker Program helps to upgrade the skills of workers in industries within the state.

Tennessee will continue to enhance its workforce development system and provide quality service to its job seekers and the business community as a whole. We are confident that the WIA program in PY 2008 will continue to be a key player in the economic growth of our state.

Sincerely,

A handwritten signature in cursive script that reads "James G. Neeley".

James G. Neeley

JGN:RT:rk

Attachment

## *Introduction*

### *“Working Together”*

The Workforce Investment Act (WIA), signed into law in August 1998, became effective in Tennessee during 2000. This report focuses on Tennessee’s eight years of accomplishments and as well as Tennessee’s implementation of WIA Title B-I services.

For Program Year 2007 (July 2007-2008), the U.S. Department of Labor allocated \$70 million to Tennessee; this amount was the state’s highest since WIA’s inception. Due to this increase, programs supporting employers and employees were enhanced in most parts of the state. The Incumbent Worker Program, the Fast Track Program, programs for adults, dislocated workers and youth, were all able to be expanded. This expansion increased support services to a large number of participants and to more employers.

This report describes the accomplishments of each of these programs (at the state and local levels) including performance outcomes (for each local workforce investment area).

### *Background Summary*

Governor Bredesen continues to foster the Tennessee tradition of creating a pro-business climate. This business-friendly atmosphere not only attracts businesses but it also keeps the state and its people on the “cutting edge” of economic development. The Tennessee Department of Labor and Workforce Development’s Division of Workforce Development is Governor Bredesen’s arm. This Division nurtures his commitment to see that Tennesseans receive needed training services that place them in high-paying jobs. To emphasize the importance of partnerships within state government, the Governor has authorized the State Workforce Board to oversee the WIA activities. This Board approves local investment area plans to ensure that WIA program activities are coordinated at the local level. This coordination is with the programs of other mandated partners and with Tennesseans who need job training and access to services through career centers. At the same time, the Governor recognizes that national and the state economies have softened and that Tennesseans must learn to live realistically. The Governor’s theme for the future is to “work together to keep the ship called Tennessee sailing.”

James G. Neeley, Tennessee’s Department of Labor and Workforce Development’s Commissioner, has a vision for workforce development. That foresight is to link education and workforce development; his vision also includes aligning the department with the department of economic development. If these plans are accomplished, beneficial changes will follow for all needing education, training, and employment services.

On behalf of the Governor, the Tennessee Department of Labor and Workforce Development (TDLWD) supports various initiatives made possible by state reserve funds. The recipients of these funds are entities providing services envisioned by the Governor. He envisions that such services will help to make Tennessee’s economy and its workforce to globally compete during the 21st century.

Over the past years, Tennessee has taken great strides in improving its pro-business stance for both new and expanding businesses. As a result of several measures taken to attract business, private capital investments have reached all time highs. Despite these successes, the state cannot rest. Tennessee must continue in its efforts if it is to become competitive in the global economy and to provide quality lives for Tennesseans. Governor Bredesen has been building on the theme that the United States economy and Tennessee's economy are linked to the global economy. In 1994, he created his Jobs Cabinet and the "jobs round tables." The Governor targeted \$20 million state dollars for these two efforts to market Tennessee's growth potential to national and international businesses. In addition, he introduced an improved economic development program called "Fast Track" (administered by the Department of Economic Development and the TDLWD). At the end of 2007, TDLWD had spent \$2,480,675 for the Fast Track Program. These millions were used to up-grade the skills of 2,023 workers who were employed by industries that had moved into Tennessee.

#### *TDLWD's Guiding Principles are as follows:*

##### *Vision*

To be the nation's leading provider of comprehensive workforce development and workplace safety and health services

##### *Mission*

To work as a team to promote workforce/economic development and to improve workplace safety/health throughout Tennessee

##### *Values*

We are a professional, customer-focused team committed to serving the citizens of Tennessee. We strive to deliver effective services and efficient programs while treating our customers and employees fairly, consistently and with respect.

#### *State Workforce Investment Board and local Structure*

On April 7, 2007, the State Board reviewed, commented on, and approved the State Strategic Workforce Development Plan for Program Year 2008. The Board also oversaw WIA performance accountability and workforce-program coordination.

The Board's staff (Division of Workforce Development) has multiple responsibilities. Some of those are stewardship of funds, monitoring activities, and managing grants/contracts. The Division also must allocate funds to local workforce investment areas (LWIAs) as well as distribute statewide funds.

There are thirteen LWIAs in Tennessee; these areas are governed by Chief Elected Officials and Local Investment Boards. Local Boards are responsible for developing local plans, overseeing appropriate service delivery to the community and developing local policies conducive to the area's particular environment. The Local Workforce Board's role at the local level makes it an important counterpart to the State Workforce Board at the state level.

## *Economic and Labor Market Analysis*

Tennessee's economic base is diverse and has an economy not dominated by any specific industry. The largest industry sector, trade/transportation/utilities, accounts for one in five jobs within the state. (More than fourteen percent of these jobs are in manufacturing). State-government jobs make up almost half of Tennessee's employment.

Growth in industries, led by projected movements in transportation, art entertainment, and recreation, is expected to show strong improvement. Employment growth, over the next two years, is expected to be about 1.3 percent per year with the third year's growth cresting slightly higher at 1.5 percent. The top 25 occupations (as ranked by the growth rate) will require a bachelor's degree or more. (Most will require either an associate degree or work experience in a related occupation.) Also, annual growth in all occupations will be led by health-care support (2.6 percent) and by computer/mathematics (2.5 percent).

Occupations having many available jobs will include sales, food preparation and transportation. Retail sales has the most projected openings. The following occupations also have a high volume of projected job openings: cashiers, laborers, movers, waiters/waitresses, truck drivers, team assemblers, registered nurses general/operation managers, and customer-service representatives. Some high-paying occupations are listed as registered nurses and elementary school teachers. Although truck/tractor-trailer drivers require moderate training, these occupations have relatively good pay in return.

All jobs are critical to Tennessee, especially manufacturing jobs. Yet in 2000, manufacturing jobs began to exit from the state's rural areas; this exit has continued to undermine rural-job availabilities. Currently, there is no foreseeable relief to this problem in the state or in the national manufacturing sector. While new-manufacturing job creation, plant openings, and existing plant expansions continue, these positives will be offset by a negative manufacturing contraction elsewhere. Tennessee will see manufacturing jobs fall 2.4% in 2008 (while the national economy sheds 1.9% of its manufacturing base). Tennessee's non-farm job growth is 0.6% (2008); construction sector employment is expected to weaken as the unfinished-homes inventory comes to completion and as business investment slows (construction jobs have fallen by 0.4% during 2008). With the economy continuing soften, the state's unemployment rate stands at 6.5% as of the third quarter of 2008. A slight improvement in unemployment should be seen by the middle of 2009. A short-term projection shows that Tennessee's employment is likely to have a 0.6% average annual increase in both 2008 and 2009. Historical and projected demographic/economic variables provide trends used to project statistical employment in the state's industries and occupations. However goods-producing jobs are expected to have an annual 2.0% decline for both 2008 and 2009 while service-providing jobs are expected to grow 1.2% annually. "Other service (except government)" is expected to grow at 2.0% or more (a growth similar to education services). Utility, mining and manufacturing are likely to have some net job losses for the next two years. (Source: Tennessee Department of Labor and Workforce Development, Division of Research and Statistics Section)

During slow economic times, the Department of Labor and Workforce Development will increasingly provide adequate training and education for its workers. Such services will give workers a positive outcome: higher wages, successful international competition, increased productivity and employee retention.

## *Employer Services*

Over the past year the Employer Services Unit has implemented several new initiatives. At the same time, the unit has maintained and participated in both the Incumbent Worker Training grant program and the Governor's Fast Track initiative.

### *Incumbent Worker Training Grant Program*

Incumbent Worker Training was a pilot program in 2002. Since then, it has grown tremendously in serving Tennessee businesses and industries. Each year, program modifications are addressed to enable it to be user friendly for businesses and local workforce areas administering the grants. Since full implementation in 2003, the program has had the following impact on Tennessee employees and employers.

Program Year	2003	2004	2005	2006	2007	TOTAL
# of employees trained	1,769	3,101	10,031	9,742	7,514	32,157
# of businesses served	22	33	87	90	92	324
Total funds awarded	\$419,959	\$994,761	\$1,977,414	\$2,756,700	\$2,263,029	\$8,411,863
Cost per participant	\$237.40	\$320.79	\$197.13	\$282.97	\$301.00	\$261.59

This program often includes a high-match requirement (matches can be \$50,000). Yet, the program has invested or stimulated investments in excess of \$16 million over a five year period. In this year's program, there have been several modifications. Some of these are: a modified, grant-scoring instrument; a cap on curriculum development; and, an earmark of \$200,000 to assist non-profits with upgrading skills training (primarily in the health-care sector). This earmark is included in the \$3 million dollar Incumbent Worker grant program as allocated by Tennessee's State Workforce Investment Board. Non-profit-sector grant requests are capped at \$25,000, and a company match is required.

### *Governor's Fast Track Initiative*

As reported in previous years, the Governor's Fast Track initiative was formed through Executive Order 15. This Order concerned all governmental agencies participating in economic development with potential new expansions or relocations. It also ensures that such development activities are to be carried out in a coordinated, responsive and professional manner. This initiative, headed by the Tennessee Department of Economic and Community Development, has successfully garnered national attention from economic strategists. The Tennessee Job's Cabinet (Executive Order 5) and Executive Order 15 (creating a coordinated response team) formed the core of this effort. Since the implementation of Executive Order 15 in December 2003, Tennessee has partnered with several agencies and entities.

This partnership including site consultants, chambers of commerce, local industrial boards and others, was formed to expand existing industries and to attract new ones to Tennessee. Over the past year, Tennesseans have seen the opening of Nissan's headquarters and have read VW's announcement about locating in Chattanooga. Tennessee is also currently serving companies like Nike, Alstom, Penske, Johnson Controls, Premier Manufacturing, Federated (Macy's) by training their workers for newly-created positions.

Since early 2004, Tennessee's Department of Labor and Workforce Development has prepared 454 proposals as a part of the Fast Track initiative; this initiative has led to over 40 expansions or relocations. Each of these proposals focuses on two incentives. The first is a value through cost avoidance which factors in the time, energy and efforts provided by the Career Center System. (To date, the value through cost avoidance has exceeded \$10 million in recruitment and in screening services.) The second incentive has been \$3.8 million dollars in on-the-job training funds for new hires. These incentives have helped to create 6,696 new jobs offsetting some of Tennessee's mass layoffs and closures. Yet, many factors make Tennessee an ideal state for relocations or expansions. Some other factors, working in Tennessee's favor, include:

- A strong, pro-business climate
- The Tennessee worker's excellent work ethic
- Reliable and cost competitive energy resources
- Tennessee's being a right-to-work state
- The state's central, geographic location providing excellent access to markets and suppliers
- Tennessee's ranking with the best --
  - #1 Most Competitive State (2007) – *Site Selection Magazine*
  - Top 10 State To Do Business for three consecutive years – *Site Selection Magazine*
  - #1 for Economic Development Achievement – *Expansion Management Magazine*
  - A tie for #1 Most Improved in Economic Development – *Forbes Magazine*
  - Governor Bredesen, Ten Most Influential Economic Developers – *Southern Business Magazine*

The Fast Track initiative has proven results demonstrating that the Tennessee Department of Labor and Workforce Development (TDLWD) is responsive, coordinated and professional. For this reason, the state continues to reap rewards of a true, economic-development partnership.



## Other Bright Spots

### Apprenticeship Assistance Program

On January 1, 2008, the Workforce Development Division of TDLWD kicked off its new Apprenticeship Assistance Program. Commissioner Neeley worked with the State Workforce Board to approve this new program which will bring into the state valuable skills training for building trades. The program will also bring in other skilled jobs related to high-growth industries facing critical, skill shortages (where demand exceeds supply). All LWIAs, recognized apprenticeship programs, and other sources worked to finalize this effort.

Organizations/companies participating in USDOL Office of Apprenticeship training form the key to providing skilled workers. Such workers will be needed to meet Tennessee's demand for a skilled workforce in the 21<sup>st</sup>-century. Apprenticeship is not just a job; it is a career opportunity! It is occupational training that combines supervised, on-the-job experience with classroom instruction. An apprentice usually has a starting salary less than that of a journey worker who has completed an apprenticeship and who is industry certified. Apprentice pay increases progress through the training program. The chance of securing a well-paying job in industry is increased when one's apprenticeship training is completed.

1. Applications were accepted, beginning November 15, 2007, and funds became available on January 1, 2008, with \$500,000 available.
2. In July 2008, an additional \$300,000 was available for distribution; this makes a total of \$800,000.
3. There was a \$50,000 limit on each grant approval (with a dollar for dollar company match).
4. TDLWD approved 13 applications (received between January 1, 2008, and August, 2008). As of August, 13 grants had awarded for \$608,000 serving 740 apprentices across the state.
5. This is a performance-based program with specific measurable outcomes (with training that leads to continuous employment). All applicants were recognized by the USDOL Office of Apprenticeships.

### Energy

The Tennessee Department of Labor and Workforce Development, in partnership with TVA and B&W Y-12, has been instrumental in forming the *Tennessee Energy, Industry and Construction Consortium (TEICC)*. This consortium resulted from the SE Skilled Labor Summit in Biloxi, Miss. and is an extension of the Skills Trades Shortage Work Group. The consortium will be industry-led and will engage electric, nuclear, natural gas utilities, energy industries, labor, and construction. The consortium's strategic, unified and results-oriented effort will be the development of solutions for the imminent, workforce shortage. The consortium's primary goal is to develop a skilled-workforce pipeline meeting future needs. B&W Y-12 and TVA are leading this consortium. They will form a team with TDLWD, the Departments of Education and Economic Development. This team will create workable solutions that address the need for a qualified, diverse workforce making Tennessee attractive to economic growth and opportunity.

Other goals are to create educational programs more quickly and to improve the graduate's skills levels. Another goal will be to increase the number of diverse applicants wanting to work in the state's energy and construction industries.

### **Jim Alford Award/Employer Recognition**

This award is presented annually to the company successfully completing the most outstanding Incumbent Worker Training Program. The 2006-2007 winner of the Jim Alford Award was Lennox Hearth Products in Union City, Tennessee. This company trained 354 workers with a \$49,996 grant. (Training cost, including the grant and the company's contribution, was \$132,342.) Each year, Local Workforce Investment Areas nominate local companies for their outstanding efforts in the Incumbent Worker Training Program. These nominations are reviewed and the winner is announced by TDLWD each November. This year's award was presented at the December State Board Meeting in Nashville. To apply for the award, the LWIA must submit a detailed description that explains why its nominee should receive the award. The participating company's training program, that best encompasses the following criteria, will be chosen:

- A for-profit company that has been a viable member of the community for at least 2 years
- Has demonstrated a history of continuous employment
- Provided training that enhanced job skills & personal development
- Consistent with the stated mission of the company
- Improved opportunities in international trade
- Helped the company be more competitive
- Helped to prevent relocation
- Helped to prevent downsizing & create new jobs
- Increase in profitability of the company
- Improve short & long term wage levels of trainees
- Assisted in the training of minorities, veterans or welfare-to-work participants
- Any other best practices or activities that you feel warrants consideration.

### **Career Readiness Certificates**

The Career Readiness Certificate (CRC) is a portable, skills credential that documents standards that have been demonstrated via WorkKeys® assessments in:

- Applied Math
- Reading for Information
- Locating Information

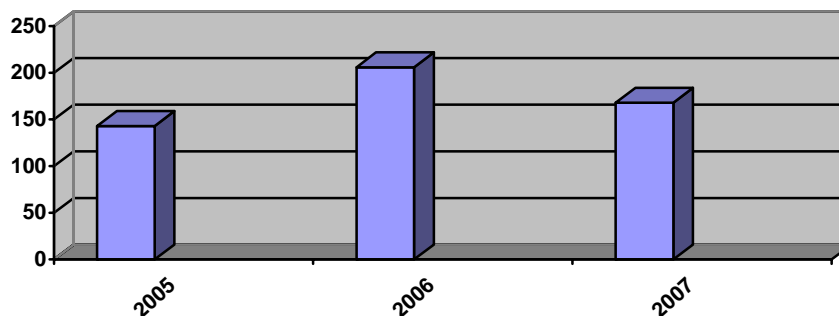
WorkKeys® is a method for quantifying basic skills required for specific jobs. This assessment can be used as a system to compare an individual's skills to those for a particular job. In January 2008, the CRC program went statewide. This move concluded a highly-successful pilot program resulted in the issuance of more than 8000 certificates. By August 2009, over 15,000 certificates had been issued across the state.

## *Dislocated Worker Program*

The Workforce Development Section of the Tennessee Department of Labor and Workforce Development is the lead agency for all the Dislocated Worker programs and Rapid Response activities throughout the state. Tennessee has eight area coordinators assigned to initiate all activities allowed under rapid response. The state office gets involved only in cases where technical assistance is needed to resolve issues beyond the authority of the local workforce area.

Economic shift has forced hundreds of Tennessee workers to find new jobs. Most of these economic shifts have affected workers in manufacturing industries. However, current dislocations have also begun to affect retail and services industries. The compliance of Tennessee employers with the Worker Retraining Notification Act (since 1999) and their awareness of the importance of early notification have enabled the state to quickly respond to dislocations.

The Rapid Response unit provides assistance to companies that are downsizing and to the workers that are losing their jobs. For 2007, the number of companies that received our services was 167 (Figure 1) and the number of displaced workers exceeded 10,375 (Figure 2). These numbers are slightly down from 2006. In 2006, assistance was given to 16,393 employees (Figure 2) and 206 companies (Figure 1). The chart below shows the number of businesses assisted from 2005 to 2007.



**Figure 1--Tennessee -- Businesses Worked**

A needed change has been made to address the issue of unexpected changes in Tennessee's employment and economic landscape. In PY 2004, the state completed its effort to fully incorporate Rapid Response/WARN activities and investments into the state's enhanced Consolidated Management and Tracking System (eCMATS). A Rapid Response module was added to this system; the module was accompanied by a detail-design document and by a user training manual. Rapid Response is a strategy designed to respond to major layoffs and to plant closings by employers. It is designed to respond quickly in coordinating services for retraining these affected employees. Thus, immediate intervention services take place through coordinated services and through the integrated Career Center staff.

These services are quickened through eCMATS which has improved the ability to track and to report on participants (entered into this system). This application is beneficial to program participants as well as to administrators. Workforce Development Policy WD-07-36, effective December 10, 2007, dramatically enhances supportive services to dislocated workers.

With the addition of Cover TN's CoverKids Program, our Rapid Response Presentation is enthusiastically received. (CoverKids has helped to alleviate much of the anxiety that families experience due to a loss of health-care coverage.)

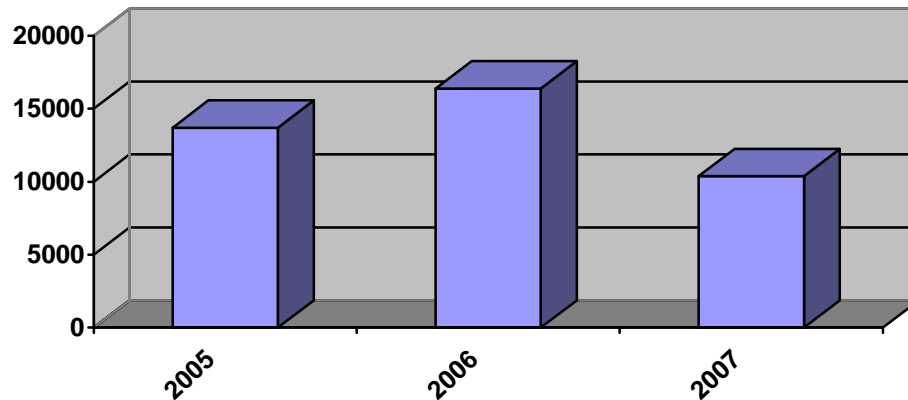


Figure 2--Tennessee – Dislocated Workers

During a Rapid Response process, all involved keep a vigilant watch on the business community where additional state or federal assistance could be beneficial. Local and state economic and community development resource agencies are alerted to various delivery strategies associated with Rapid Response. (These agencies also often participate in the response.) All Rapid Response Teams are entrusted to stay abreast of the local employer's needs and to related those needs to various agencies positioned to offer assistance. Area employers have also realized that On the Job Training and Incumbent Worker Services help the business community to realize that Rapid Response can be proactive as well as reactive in serving employers and the community.

### *Disability Program Navigator (DPN)*

Tennessee's goal for the Disability Navigator Program is to heighten awareness about disability issues by using the state's thirteen Disability Program Navigators. In June 2006, the Tennessee Department of Labor and Workforce Development received a grant from the U.S. Department of Labor and Workforce Development. This grant has enabled several positive changes, concerning the issue of disabilities, in the career centers. Career centers have thus become the focal point jobs and people with disabilities to connect. Career center staff have become more aware of the needs of people with disabilities; accordingly, the staff are better able to respond to such specific needs. Through Navigator efforts, career center staff are educated about government and community services available to people with disabilities; also, the staff are informed of cases where other services, outside the career centers, are needed. Each Navigator has developed a local disability resource list of agencies; this list is the backbone of local advisor committees. Collaboration with the Department of Social Security Administration also has encouraged people with disabilities, currently on Social Security Disability Insurance, to visit the career centers for possible employment or for a general, skills upgrading. One local investment area has become an Employment Network.

This Network is an example of how career centers may confidently introduce this untapped talent of people with disabilities to area employers. Navigators specifically work with employers and employer-relation groups. Each Navigator has an employer tool kit including information about the advantages of hiring employees with disabilities. In particular, kit information spells out tax advantages for employers hiring those with disabilities. (Training has also been provided to Navigators on business etiquette and language used concerning disability issues.) Navigator-corporate connection staff and other service agencies conduct joint-employer recognitions. Navigators have also joined strategic groups such as Chambers of Commerce, Human Resource Associations, and Rotary Clubs. (By involvement in such groups, Navigators can network and can advocate, more effectively, the need of hiring local people with disabilities. Most Tennessee Navigators have also developed a high-school, transition program (including one program at the Tennessee School for the Deaf). As part of their training, the Navigators are exposed to accessibility and non-discrimination requirements. At the career centers, there has been a gradual, systemic change to improve access to center programs and services for people with disabilities. Also, there has been a most noticeable change in the career-center staff's understanding of how to meet the needs of people with disabilities. Tennessee's current performance outcome for entered employment with disabilities is 75%. We have received our third year of funding for the program. Also, the Commissioner of the Tennessee Department of Labor and Workforce Development has also committed additional funds to the program; these funds will ensure the program's sustainability even after federal funds become unavailable. We are aware that the DPN Program is a new and challenging endeavor for career centers; yet, through this program, local employers are learning a valuable, new lesson: the value of hiring qualified people with disabilities. Our goal is to bring the percentage of people with disabilities in line with the employment rate of other WIA programs.

### *Senior Community Employment Service Program (SCSEP)*

Tennessee demographics:

- 6,000,000 residents
- 3,000,000 laborers
- 1,400,000 -- 55 years and older

Over 80% of Tennesseans 55 and older are employed in the service sector. This sector includes retail trade, professional/business, and education/health services. (A major portion of these Tennesseans are employed in this sector.) According to the Tennessee Department of Labor and Workforce Development, strong growth is occurring in administrative/support services, healthcare, and real estate. Growth in these industries presents employment opportunities for SCSEP participants. Tennessee SCSEP operates in 29 of the state's 95 counties. SCSEP counties are mostly rural, and SCSEP has 239 authorized slot levels (covering seven out of nine of the state's planning and development districts). SCSEP participants are assigned to agencies providing services to low-income, older persons; thus the program provides positive contributions to the welfare of the general community. Provision of in-home services to at-risk, frail and vulnerable, older Tennesseans is a priority. Individual participant assessment is used to match participants with appropriate community- service, work-based training sites.

Participants are also placed in positions, involving project administration, to the extent of participant's needs (also, the project's needs must be factored into such possible placements).

Sub-grantees are monitored to ensure that the community-service, employment activities do provide training that is un-subsided. In an effort to maximize opportunities for Tennessee SCSEP participants, each sub-grantee will be asked to collaborate with other entities. The SCSEP State Coordinator is a member of the Commission on Aging and Disability Resource Connection Committee. (The task of this committee is to establish a network of resources for individuals needing such services.) At the end of Program Year 2007, 75 of 219 people enrolled in SCSEP were placed in unsubsidized employment.

## *Faith-Based and Community Initiative*

### *The President's Initiative*

When the Office of Faith-Based and Community Initiatives was created, a paradigm shift occurred in federal government. Church-government separation eroded; previously existing barriers, to this separation, were eliminated; and, the playing field was leveled to foster partnerships with non-traditional stakeholders. As a result, new assistance for individuals, for families, and for communities, battling social distress, transformed many lives. These transformed people were given an opportunity to participate fully in services programs.

Across the United States, faith-based, social agencies have served as ground-level, community-service organizations providing assistance to the needy. Today, the President's Office of Faith-Based and Community Initiatives generates funding opportunities for some of America's most effective and efficient social providers. To help Americans in need during Fiscal Year (FY) 2005, \$2 billion in competitive grants (across seven federal agencies) were awarded to faith-based organizations.

### *Tennessee's Mission – Statewide--Coordinated Service Delivery*

In PY 2005, Tennessee, in collaboration with other federal agencies, provided grants to faith-based and community organizations. This provision established and expanded activities aiding the delivery of educational and human social services. This social reform effort assisted with the implementation of training programs focused on the development of employability and of job training services. Tennessee is continuing with this initiative in PY 2006.

The Tennessee Department of Labor and Workforce Development Faith-Based and Community Organizations Initiative program is doing its part. It gives leadership and guidance to Local Workforce Investment Areas, Local Workforce Investment Boards, and to the State Workforce Investment Board. It also gives leadership and guidance to One-Stop Career Centers to facilitate a seamless, integrated delivery system for a demand-driven workforce. The promotion of this unified team will progressively enhance Tennessee's competitive and profitable edge in the workplace.

### *Baldrige Initiative*

The Department of Labor & Workforce Development is committed to continuously improving how Workforce Investment Act services are delivered across Tennessee.

In October 2003, Commissioner James Neeley announced his desire for each Comprehensive Career Center to participate in the Baldrige-based Tennessee Center for Performance Excellence (TNCPE) quality award program. Award recognition from The Tennessee Center for Performance Excellence is based on the promotion of performance excellence and best practices at four levels. Level 1, Interest Recognition, is the beginning level for organizations interested in adopting and applying continuous improvement principles in their organization. Level 2, the Commitment Award, is an intermediate level. This level is for organizations that have progressed to a point of demonstrating serious commitment to and implementation of quality management principles. Level 3, Achievement Award, is an advanced level of participation. This level is for organizations which have demonstrated, through their commitment and practice of quality principles, significant progress and results in building sound and notable processes. The Excellence Award, Level 4, is the highest level of recognition and is presented to organizations that have demonstrated the highest level of quality excellence. Commissioner Neeley's Baldrige Initiative calls for each Comprehensive Career Center to be recognized at Level 2 by the end of Program Year 2009. The Department has been involved with the Tennessee Center for Performance Excellence for several years. And, to date, five of the Local Workforce Investment Areas have either achieved or applied for recognition. The Baldrige process encourages the sharing of best practices and it focuses on performance excellence throughout the organization. It is our belief that this process will allow each career center and the Department to become more demand-driven resulting from the importance that the process places on customer satisfaction and customer service.

### *Reports from Local Workforce Investment Areas*

#### *LWIA One*

During 2007-2008, the Northeast Tennessee Workforce Investment Board led initiatives designed to address key, strategic priorities. Such priorities focused on promoting regionalism and economic development as well as promoting quality youth programming. These priorities also focused on highlighting employer services and commitments to training and on building relationships with other key stakeholders.

#### *FOCUS ON REGIONAL ECONOMIC DEVELOPMENT & RESPONSE TO THE GLOBALIZATION CHALLENGE*

The Northeast Tennessee Workforce Investment Board (NETWIB) understands that globalization has become an increasingly critical element in the viability of local business and industry. The global marketplace issue also exerts significant pressures on school systems and institutions. It is their responsibility to prepare a well-trained workforce to compete and to excel in the new global environment. Conducting a series of three regional forums, the NETWIB was able to bring in international experts in skill requirements and training approaches. These experts engaged the K-12 and post secondary educational systems in a dialogue.

This dialogued focused on producing high-growth and high-wage jobs for Northeast Tennessee and Southwest Virginia. More than 300 people, from all employment and community service sectors of our regional economy, attended these sessions. This dialogue did not end, however. It still continues with local school systems. They are trying to determine how the WIA and the career center system can support this vital mission of preparing for international challenges.

In addition, Northeast State Technical Community College is collaborating with others. This collaboration is with the Tennessee Department of Economic and Community Development, the Tennessee Department of Labor and Workforce Development (TDLWD), AB&T and the NETWIB. The purpose of this joint effort is to leverage funds producing a pipeline of trained workers for advanced manufacturing jobs. New workers will be needed soon to strengthen the region's critical manufacturing base which will be negatively affected when many long-term, skilled workers retire). A key result of this initiative will be the Regional Center for Advanced Manufacturing. This center will serve as the benchmark for state-of-the-art, advanced, manufacturing training and employment resources for the region's critical manufacturing sector. The center will also use grants in excess of \$18,000,000 including leveraged funds and direct grants from Tennessee and the United States Department of Labor.

Finally, WIA's investment return plus other partner resources throughout the region has calculated. For every \$1 the WIA invests in training and employment, more than \$3.25 returns in taxes and in other community investments.

### ***FOCUS ON EMPLOYER SERVICES AND THE CAREER CENTER SYSTEM***

By deploying more than \$260,000 of State Incumbent Worker and Apprenticeship grant funds, seven employers trained approximately 240 individuals in high-wage careers. Such careers were: Chemical Process Operator, Network Engineering, Cad Cam/Design systems, laboratory analysis; Lean Manufacturing and deployment of Toyota Production System Quality Processes, etc. Funds were available to large and small businesses.



Two Japanese companies, Koyo and Nakatetsu, new international automotive suppliers (recently went "online" and became fully operational in the region). These companies have experienced initial shipments while their facilities have brought 320 new jobs to the area.

### **Career Readiness Certificates (CRC)/WorkKeys**

In coordination with the TDLWD, LWIA 1 is providing business and industry with a real-time, job-skills assessment. This assessment measures portable, real-world skills by using the Career Readiness Certificate (CRC). Job seekers who master WorkKeys assessments are awarded the nationally-recognized Career Readiness Certificate. The CRC provides a "common metric of communication" among job seekers, employers, and educators. It also allows the local workforce investment area to remain responsive to workplace realities. And, it especially helps to address the assessment and training needs of current, transitional, and emerging workforces in the Northeast Tennessee region.

Over 500 CRCs have been issued in LWIA 1. Nearly half have been for achieving the highest certificate level – Gold! These CRCs represent a culmination of multiple local initiatives. Such initiatives include Eastman, Northeast State Technical Community College, Tennessee Technology Center at Elizabethton, the Adult, Dislocated Worker, and Youth Workforce Investment Act programs and Job Service.



Domtar Paper Company and Eastman Chemical Company, global enterprises, have been able to access and use approximately \$67,000 of Incumbent Worker or Apprenticeship funds. This money was used for training high-tech, high-wage apprentices in use and maintenance of robotic production systems.

WIA/AB&T & Career Center System – More than 92% of WIA participants received external training to enhance skill competencies. LWIA 1 has consistently performed in the top tier of achievement for its Common Measure metrics during the last reporting period. This high-performance constant has been the result of a focus on training and support of the career center system infrastructure.

Governor's Fast Track Support – LWIA 1 served as a critical partner in the distribution of these economic development fund sources to three new area businesses.

Career center partners plan to implement quarterly partnership meetings to ensure excellence in communication and in service to our customers. This approach promotes "ownership" of each partner (TDLWD; WIA/AB&T; Vocational Rehabilitation; Senior Community Service Employment Programs; Job Corps; Adult Education; Trade Adjustment Assistance, and other Ad Hoc groups). These partners also participate in semi-annual, in-service training sessions. Such sessions equip all staff with the latest information and tools to perform their jobs to the best of their abilities.

### **FOCUS ON YOUTH**

Capitalizing on the award of federal *Youthbuild* grant funds, LWIA 1 has implemented a capstone, youth-services program. The program targets the attainment of a GED. The program also targets



learning applied mathematics and technology skills by means of constructing energy efficient homes for deserving families in LWIA 1. The first two houses have been completed in Carter County; four homes will be constructed in Sullivan County; one home is under roof in Washington County. The projected completion date for the remaining construction is 2009. By then, more than 100 youth will have been served through this \$1,100,000 investment in funding (received through HUD). In addition, 52 youth will have received GEDs, and seven, LWIA

1's deserving families will be living with pride in their own homes.

Northeast State Technical Community College, in partnership with LWIA 1, has created a Career Fast Track (high school to college) program. This program ensures an ongoing pipeline of high school graduates who receive college credit while they are still in the secondary-school system.

Because of this collaboration, many students will already have two, complete semesters of college credit when they begin careers at the community college.

This approach shortens training time and promotes rapid employment with major regional high tech industries; and, it reduces the costs of attaining advanced degrees. Also, employers will have more assurance of having a successful employee when they hire students from the Career Fast Track Program. Again, the hiring of such students results in significant impact on the corporate "bottom line."

### *Partner & Other Liaison Activities*

LWIA 1's Tennessee Legislative delegation participated in an in-depth work session. The delegation, sponsored by Mountain States Health Alliance, was led by the Workforce Board's private sector chair. The work session's purpose was to ensure that the delegation understood impacts coming from WIA and career center efforts. Two specific impacts were the economic well being of its region and the successful employment of its constituents. In addition, several members of the WIA system had an opportunity to hear a presentation by Gov. Jeb Bush. He outlined the nation's vision of workforce development and educational accountability programs.

### *Disability Program Navigator (DPN)*

Layla Wright, LWIA 1's DPN, partnered with John Piver, Vocational Rehabilitation (VR) Counselor for deaf and hard of hearing. The purpose of this partnership was to facilitate a job club accommodating job seekers who are deaf or hearing impaired. (The club was located at the Northeast Tennessee Career Center and has met for five weeks, once each week.) There were twelve job seekers in attendance at the first job club. Such job clubs increase awareness about accommodations for job seekers who are deaf or hearing-impaired. The clubs also help to network and to assist such job seekers in obtaining employment through job readiness workshops. Mike Rowe, Community Work Incentive Coordinator, also has provided information on Benefits to Work and Ticket to Work incentives. This workshop is open to anyone who is interested in the topics presented.

## *LWIA Two*

A major focus this year for Tennessee's Local Area 2 was marketing career center services. Workforce Board Chair David Popiel appointed a Marketing Task Force including representatives from the workforce board and from the chamber of commerce. Walters State Community College Public Information staff were also represented on the task force. This task force identified target customers and examined the local market; it also made recommendations to the local workforce board about a new logo, Web site and name. As a result, the local workforce board now is named "Smoky Mountains Area Workforce Board" and, a new logo is being used as a branding tool. The Smoky Mountains Area Workforce Board also reported a number of other accomplishments for the year:

### *Customer Satisfaction Remains High*

- Jobseeker feedback remained strong through the year ending June 30, 2007. Over 96% of surveyed customers expressed overall satisfaction with the program. Many of these customers provided optional written comments; they also praised the service and assistance they received from WIA staff. Typical of their comments:

*"Thank all of you for helping me go to school. I don't think I could have ever done it without you."*

*"Thank you. I've gotten a great job and couldn't have done it without you."*

*"This program helped me to increase my earnings and gave me a guaranteed job."*

*"I am very pleased with the services provided...by the WIA program. My worker was very professional, courteous and vigorous in her efforts to assist me."*

### *Employer Services Expanded*

- Awarded On-the-Job-Training (OJT) -- These contracts went to nine employers to train up to 197 workers in technical occupations (maintenance machinist, material handler, mold technician and others).



OJT participant Michael Mullins, FilmTech's Keith Stansberry and employer coordinator Bobby Williams – They assisted four employers in obtaining Incumbent Worker Training Grants of \$71,704 to train 183 employees.

- Now implementing the Career Readiness Certificate Program in all area career centers.

- Partnered with the Tennessee Department of Labor & Workforce Development, Walters State, Center for Workforce Education, Morristown Area Chamber, *Citizen Tribune* and employers. The purpose of the partnership was to offer a successful job fair at the college.

### *Effective Rapid Response Partnership Continues*

- Provided Rapid Response services in cooperation with the Tennessee Department of Labor and Workforce Development. These services went to 801 employees from 11 companies experiencing plant closures and layoffs.

### *Adult and Youth Enrollment Increased*

- Increased enrollment of adults by 38% and youth by 5% during 2006-2007. The increase for participants was 15%. The number of dislocated workers declined 18% as the local area experienced its fewest dislocations since Workforce Investment Act services began in July 2000.

### *Strong Performance Maintained*

Achieved up to 140% of the performance goals for 12 measures and over 90% of the performance goals.

County Mayor Iliff McMahan,  
Jr., ETRAMA Chair



### *Marketing Efforts Expanded*

- Published four issues of our quarterly employer newsletter, *Workforce Focus*, and sent each issue to over 4,000 area employers. Initiated *Workforce Focus Extra*, a monthly update, to keep the board members up to date on area workforce activities.
- Board established the Marketing Task Force to develop recommendations for more effectively marketing the career centers and the board.

### *Regional Economic Development Supported*

- Worked closely with area chambers of commerce and economic development agencies to attract and to retain businesses and industries in the local area. This effort included providing 15 OJTs for the new Colgate plant.

- Worked with county mayors to pursue regional, economic and workforce development opportunities through expanded efforts of the East Tennessee Regional Agribusiness Marketing Authority (ETRAMA).

### *Regional Cooperation Still Exemplary*

- Collaborated with Local Areas 3 and 4 on grant proposals, including WIRED and Science Technology Engineering Math Training (STEM) grant proposals to the U.S. Department of Labor.

### *Disability Navigator Program Achieves High Enrollment*

- Continued the successful Disability Navigator Program to provide more effective career-center services for those with disabilities. Reported the highest number of enrolled individuals with disabilities in the state.

### *Board Activities Enhanced*

- Task forces used effectively to improve board operations, on-the-job training, and marketing and promotion.
- Executive Committee added a quarterly, planning meeting to the calendar.
- Held quarterly meetings of the Local Workforce Investment Board (including an annual meeting in April).

### *Youth Programs Include a Regional Forum*

- Hosted the largest Community Forum on Youth – The Real Future of the South for the Southern Growth Policies Board in the state. The results will be included in the board's *2008 Report on the Future of the South*.
- Held the sixth, highly-successful Summer Career Camp for 61 youth participants. Camp involved in hands-on learning activities at Walters State and at the Tennessee Center for Technology at Morristown; participants visited companies such as Home Depot and Clayton Mobile Homes and spent a day visiting and learning about Dollywood.

### **Youth Participants**



## *LWIA Three*

### *Our Primary Goals*

The mission of Workforce Connections (LWIA 3) is to promote individual self-sufficiency and foster community economic growth through local workforce development. To this end, LWIA 3 continues to focus on providing improved services to customers. Such services include: building effective partnerships, serving diverse populations, promoting business and economic development, and promoting professional development and continuous learning.

### *Providing Improved Services to Customers*

- Through the career center system, Workforce Connections and LWIA 3 partners offered job search resources to many. There were almost 20,000 customer visits this year (3000 more than the previous year).
- 478 received vocational or other intensive services funded through WIA programs.
- LWIA 3 had a placement rate of 92.8 %.
- 48 completed GEDs through the Ross Learning Center; an additional 131 experienced at least a one level increase in reading and math.
- The career center offered 354 workshops to assist those trying to improve job-seeking skills.

### *Building Effective Partnerships*

During this program year, there were over 235 GED graduates. Graduates came from the Ross Learning Center, Pellissippi State Community College Adult Education program, and from the University of Tennessee WAVE program. These programs cooperated in a community-wide graduation for graduates receiving their diplomas -- families and friends cheered during the ceremony. (High school and GED graduates average earning \$8,000 more each year than non-graduates.)

Workforce Connections submitted several, funding applications during the period. The region partnered with adjacent areas -- East Tennessee Human Resource Agency (LWIA 4) and Walters State Community College (LWIA 2). The purpose of this regional partnership was to collectively submit applications for Community Based Job Training and WIRED grants. In addition, 82 staff earned credentials by completing the Global Career Development Facilitator Training (GCDF). (This training is conducted by Workforce Connections for all interested staff in the state.) An additional module was developed and conducted for staff interested in working with offenders re-entering the workforce.

### *Serving Diverse Populations*

Workforce Connections provides the Lead Navigator for Tennessee's Disability Program Navigator (DPN) Program. This Lead Navigator formerly worked for the Tennessee Customized Employment Partnership that developed jobs specifically for people having severe disabilities. With this background, our Lead Navigator has developed significant expertise in serving that specialized population.

In addition, the career center staff has developed an expertise in serving offenders. Also, serving low-income youth has been a priority in LWIA 3 -- the result: youth enrollment significantly increased over the previous time period. A new model for serving low-income youth, enrolled in post-secondary education, has been developed to include increased services and incentives for program completion.

### *Promoting Business and Economic Development*

Workforce Connections' business services component was created during this program period. Services such as Incumbent Worker Training, On-the-Job Training, and Apprenticeship Training were combined into one unit to assist employers. In addition, Workforce Connections joined the Knox County Mayor and the Knoxville Chamber of Commerce to participate in an ongoing Workforce Summit. This Summit was designed to highlight workforce issues affecting current businesses, education, future businesses, and economic development.

### *Promoting Professional Development and Continuous Learning*

In September 2007, "Workforce U" became the moniker for professional training provided during this period. Mary Ann Lawrence, with the Center for Workforce Learning, began Workforce U with an all-day training. This event included topics: "Being a Valuable Workforce Professional," "Delivering Great Customer Service," "Managing Workforce Stress," and "Effectively Utilizing Agency Resources for Your Customers."

Staff participated in a workshop focused on the FISH Book principles: boosting morale and improving results (January 2008). In May, Dr. Steve Parese, president of SBP Consulting, provided an excellent workshop. His workshop included "Working with Hard to Serve Populations" and "How to Stay Professional When it Feels Personal." This training was conducted with adjacent LWIAs 2 and 4; staff from all over the region participated.

### *Success Stories*

James dropped out of school in 9<sup>th</sup> grade. Weighing over 500 pounds, he found school to be unbearable. His desk was too small and others made fun of him. He entered GED classes with 6<sup>th</sup> grade scores and attended regularly. After five months, James passed his GED and became his family's first GED recipient. He is now participating in a weight management class and has obtained a job with Dial America. At work, his pleasant voice and friendly manner have allowed him to be successful.

As a ninth grader, Sally, who suffered from anxiety attacks, dropped out of school care for her invalid mother. Still, Sally and her mother wanted Sally to be prepared for her future. So, at age 20 (and still taking care of her mother), Sally entered the GED program; she began at the 7<sup>th</sup> grade level. It took Sally only two months to earn her GED certificate; yet, it took her mother no time to proudly show off the certificate to everyone. Unfortunately, her mother did not live to see Sally walk across the stage at GED graduation. Later, Sally completed CNA training and is employed full time.

Teneshia first sought assistance from the youth program in 2005; she need help to attend the Tennessee Tech Center in Knoxville. After finishing her first trimester, Teneshia had to leave school due to circumstances beyond her control.

A model of perseverance, Teneshia refused to let this disruption end her education. She returned to the Medical Office Information Technology Program; after months of hard work, she graduated. Now she is employed full time at a local doctor's office. "I love my job, and I love the people I work with" Teneshia shares. "If it wasn't for Workforce Connections, my case manager, and support from my family, I would not have made it to where I am today."

Since 1998, Michael has been laid off from two different companies. He decided to "take a negative and turn it into a positive." With tuition and other assistance, Michael obtained his Commercial Driver's License (CDL) and has doubled his income as a truck driver with a local company.

When Tracy came into the Seamless Transition Program, she was nervous about leaving the safe haven of school. Yet, since joining the team, she has embraced many new experiences. Tracy can prepare simple meals by following a recipe. Showing leadership skills (for new students in the program), she has learned to delegate tasks to her cooking-class peers. Tracy secured employment with a local realty company where she is performing clerical duties and taking great pride in her work. Tracy has significantly increased her independence and self esteem since starting the program.

### *LWIA Four*

The 2007-08 Program Year yielded many challenges and wonderful opportunities to assist our broad, customer base in Area 4. We have included examples of success typical of the interaction, activities, and involvement in our area.

#### *YOUTH AND ADULT SUCCESSES*

##### *Future Stars – Youth Leadership Academy*

Twenty-five students, enrolled in the LWIA 4 youth program, earned a high school diploma in May 2008. This fall, many of them will be attending post- secondary training at several training sites (including Roane State Community College and the Tennessee Technology Center). The staff enjoyed working with these youth on career planning, interviewing, resume writing, and Community Resources workshops.

In June, several students participated in the Future Stars Work Experience Training Program and in July, they attended the LWIA-4 Youth Leadership Academy in Oak Ridge. During the Academy, students received information about career opportunities, personal development, social skills, and drug education; they met with community leaders and also interacted with other youth from nine counties in our region.



### Medical Profession Career Advancement

A participant enrolled in our LWIA-4 Adult Program, she was a working applicant at St. Mary's Medical Center. At that time, she was a full-time file clerk earning \$7.80 per hour; she had worked there since July 2003. Hoping to increase her earnings, she first talked with her employer about additional training and about more job responsibilities. Responding favorably, St. Mary's Medical Center urged her to take Tennessee Technology Center Phlebotomy classes. While helping her enroll in those classes, St. Mary's gave her a support letter and referred her to the Tennessee Career Center. Career-center staff found her nice and pleasant to work with each time she came to the center. WIA Adult Program funds soon sponsored her for the classes in which she excelled; she completed the classes a top student! Returning to St. Mary's, she has worked for years as an \$11.60-per-hour Phlebotomist Technician Lab Assistant with full benefits including insurance. Today, her family has a better quality life and she has a brighter future at work.

### Part Time to Certification and Full Time Employment as Mechanic

In September 2005, a participant enrolled in the LWIA-4 Adult Program. He entered the Diesel Mechanics Program at a Tennessee Technology Center in the summer of 2007. While training in technology, he also worked weekends as a part-time, Wal-Mart, tire-lube technician. (All the while, he maintained excellent communication with WIA staff.) He drove 120 miles per day and averaged traveling over 600 miles per week during his WIA-program training. In the spring and summer of 2007, after finishing his training, he interned with another company.

He continues to work closely with WIA staff and has even relocated with his family. He is still working at the same company but not as an internship. Now he works as a full-time mechanic earning \$15.50 per hour as well as excellent benefits including insurance.

The WIA staff is proud of him and his dedication. The staff also wants to continue helping him meet his goal of providing a better quality of life for his whole family. This participant is another successful example of how WIA Employment and Training programs work for those applying themselves and working hard to meet personal goals.



## Family Participation

After graduating from high school, a sister and her brother enrolled in a LWIA-4 Youth Program. After enrollment, they set employment and training goals. She participated in the Future Stars youth-work-experience program and trained at a pool/spa business. She also attended several workshops and participated in career explorations activities through WIA at a Tennessee Career Center. Wanting to become a nurse, she enrolled in the Licensed Practical Nurses Program at a Tennessee Technology Center. After graduating and then passing her state boards, she became a full-time nurse earning \$14.00 per hour.

Her brother participated in the WIA Future Stars work-experience program. Upon completing this summer program, he was hired. He has continued to work full-time and has impressed his employees who are pleased with the prospect of his continued employment with them.

Both siblings communicated well with WIA staff. The pair also took advantage of training opportunities allowing them to learn new skills and helping them to reach personal goals. They recently referred their grandmother to the Tennessee Career Center when she was looking for a part-time job. The grandmother is working twenty hours per week (at the Career Center) through East Tennessee Human Resource Agency's Older Workers Program.

This family has a better understanding of the programs and services available at the Career Center. These three experiences present a positive image to the community and to others about jobs and training opportunities. Congratulations for their accomplishments!

## Business Success Story

SECO Tools is a Swedish-owned, machine-tool, manufacturing operation in Lenoir City, Tennessee. In 2007, SECO applied for and was awarded an Incumbent Worker Training (IWT) Grant. The IWT Grant assisted SECO in upgrading the skills of key supervisory staff; it also helped to position the staff for successful oversight of new equipment installation and employee training. (This training was deemed necessary to bring online new state-of-the-art manufacturing equipment.)

Additional assistance was provided in the form of an On the Job Training (OJT) Contract with the Tennessee Career Center in Lenoir City. This contract helped to support the hourly-payroll cost of three new employees. (The rate was 50 %.) For several months, the new employees were trained to operate and to maintain the million-dollar, capital equipment online at SECO. As a result of this partnership, SECO has successfully completed its installation and the training involved. SECO is now in a position to hire additional manufacturing staff. The three OJT employees, previously unemployed, currently earn a base wage of \$16.00 per hour.

SECO, as an international business on several continents, shared the results of this partnership (with LWIA 4) with all of its operating divisions. It also featured project information in Europe. Loudon County Mayor, Loudon County Economic Development Staff, and LWIA-4 Program Administrator -- A copy of the Award Announcement from Tennessee Department of Labor and Workforce Development Commissioner, James Neeley, is also reproduced in the article.

## *LWIA Five*

Project S O A R is a Rural Prisoner Reentry program developed to assist ex-offenders in Bledsoe and Sequatchie counties. (These offenders are released from county jails, from regional correctional facilities and from regional juvenile centers.) The program also assists the ex-offender's family.

### *Why was SOAR formed?*

To offer a more effective, structured, seamless network of services to ex-offenders.

### *How was SOAR designed?*

The Project-SOAR service network was principally designed to promote and to support a successful re-entry into the community for the ex-offender. It was also designed to under gird the local workforce employing released offenders.

### *What does SOAR accomplish?*

- A. It Meets Immediate Needs -- The project takes a positive, strength-based approach addressing not only the individual's immediate and basic needs but also those of his/her family.
- B. It Meets Long-Term Needs -- The project also addresses long-term needs such as education and employment. All of these services are provided through a referral process based on the individual's needs.

### *What are SOAR's goals?*

- To reduce recidivism
- To reduce community infrastructure costs
- To reduce an increasing tax burden
- To assist offenders in having a *safe and productive re-entry* into the community and the workforce.

### *Project SOAR guidelines*

For Non-Violent Offenders -- Must complete pre-release/post-release assessments program plan (developed through coordination of probation/parole, case manager, court). The Project SOAR network is composed of a broad base of service providers. These providers include:

- Southeast Tennessee Human Resources Agency (SETHRA)
- Tennessee Career Center at Dunlap
- Tennessee Department of Labor & Workforce Development
- Tennessee Community Counseling Services
- Vocational Rehabilitation
- Caring, Inc.
- Educational Opportunity Centers
- Adult Education

- Tennessee Board of Probation and Parole
- Ministerial Association
- Southeast Tennessee Regional Correctional Facility
- County mayors
- Veterans Outreach
- Chattanooga State Technical Community College
- Local law enforcement.

*Project SOAR addresses needs such as:*

Immediate, basic needs (food, clothing, housing, transportation, support groups, mentors, probation, and counseling), Educational skills (GED, training), Employment -- work skills assessments, job skills, training, job bank, job search assistance, job referrals.

Currently, Southeast Tennessee Human Resources Agency (SETHRA) provides court-ordered, community-service oversight. The agency also offers: transportation assistance (for keeping appointments and for seeking employment), food through commodities distribution, HUD grant-funded housing, and other services.

The Tennessee Career Center at Dunlap (through the Workforce Investment Act and the Department of Labor and Workforce Development) offers self-directed assessments to determine skill levels. It also offers: job search assistance, job referrals, Work Opportunity Tax Credit(s), Federal Bonding programs, Veterans Outreach, and training services (through On-the-Job Training contracts or Occupational Skills Training if necessary).

Tennessee Community Counseling Services provides A & D Treatment programs, Tennessee DUI School, Georgia DUI School, and other court-ordered programs. Vocational Rehabilitation offers assistance to ex-offenders with disabilities. Caring, Inc. conducts assessments for Vocational Rehabilitation and provides vocational/occupational training and job-search assistance. Educational Opportunity Centers provide assistance in filing for financial aid for training. Adult Education provides Basic Education Skills assessments, tutoring and GED instruction to inmates in county jails. Currently, Adult Education staff conducts GED classes in jails while the Tennessee Technology Center administers GED tests at the Justice Center in Sequatchie County. The local Ministerial Outreach Association provides food pantries, clothes closets, some household supplies, mentoring, and other services including prison ministry.

Recent participants in Project SOAR are Lee Ragsdale with the Knoxville Public Safety Collaborative, James Lockhart with the local Ironworker's Apprenticeship, Prison Ministry in Cumberland County, and others (as contacts are established). Periodically, Project SOAR members schedule trips to the local Regional Correctional Facility. At the facility, members provide information to inmates (on track for release) about services offered through the Project SOAR network. SOAR members also provide contact information and work with the prison administration to offer other assistance to enhance services.

Since its inception, Project SOAR network members have conducted these activities and provided such services through existing resources. The members are hoping, if they are eligible, to apply for some grant funding for the purpose of improving and expanding services offered.

Additional funding would enable Project SOAR to have a dedicated coordinator/case manager to better coordinate services and activities. (This manager would also maintain records of progress.) With assistance from Project SOAR members, to date, ex-offenders have obtained shelter, food, clothing, transportation assistance, assessments, GEDs, and counseling. They have also been enabled to meet court-ordered requirements, get jobs and obtain necessary assistance to file for financial aid; some ex-offenders have been able to go to college or technology centers.

Hopefully, through Project SOAR, ex-offenders will become productive members of both their rural communities and the society at large. (This is more hope for those intending to both change their lives and to become accountable for "a change that counts.") Such changes should make the ex-offender's community safer and should positively impact financial and social burdens linked to incarceration, release, and recidivism.

### *LWIA Six*

Workforce Solutions, with direction from the Local Workforce Investment Area 6 Board and oversight from the local county mayors/executives, completed a successful 2007-2008 Program Year. Local Workforce Area 6 is comprised of Bedford, Coffee, Franklin, Grundy, Lincoln, Moore and Warren counties. In LWIA 6:

- 995 adult and dislocated workers were registered into WIA services
- Average cost per registration was \$1,292.69
- 734 entered employment with an average cost per place of \$1,752.35; the average starting hourly wage was \$10.74
- 389 received skills-upgrade training through the Incumbent Worker Program
- 228 received support-service payments while receiving training that was funded with TRA/TAA dollars
- 323 have received Career Readiness Certificates (CRCs)
- 265 at-risk students were served by eight (8) youth contracts
  - 24 received GEDs
  - 32 received high school diplomas
  - 15 received post-secondary education
- 26 students were served through the Jobs for Tennessee Graduates at Grundy County High School; 11 students were WIA/JTG eligible; two (2) students received state recognition (Justin Pickett placed second in *Public Speaking* and Meleigh Rhea placed third in *Employment Interviewing*); 15 students received Career Readiness Certificates.

The Youth Contractor, Franklin County Board of Education, is an exemplary model of how unified efforts, through effective partnering, generate favorable results for in-need youth. During May 2008, 19-year-old Anthony enrolled in the Franklin County Workforce Solutions Program. Before enrollment, he attended several meetings to discuss his goals and his oppressive obstacles. Anthony was an offender on probation and his life seemed bleak -- he had no GED, job, or place to live. Christine Hopkins, Franklin County Community Reentry Program Director at Franklin County Jail, referred Anthony to the local youth program. While incarcerated, Anthony began GED classes. His plan of services was devised; then, after being released from jail, he continued to study at the Adult Education Center in Winchester. There, he met regularly for life-skills training with Susan Carver, WIA youth grant coordinator. As part of his training, Anthony received a battery of services and was counseled specifically on work attitudes and job interviewing techniques. Tutoring for the Career Readiness Certificate test began. FAFSA forms for federal financial aid were completed and prepared for submission in anticipation of Anthony's future attempts for education. This young man has made great achievements since May. These achievements took community interest and continuous involvement to work beyond the past and create a promising future.

- Anthony sat for the GED test in May 2008.
- He completed the Career Readiness Certification (CRC) test for the first time in May 2008 and earned a Bronze certificate.
- He was employed by an industry in May and started working third shift.
- Application for his housing was completed through a local subsidized program.
- He explored several post-secondary technical programs.
- In June, Anthony received his GED certificate.
- Unhappy with the Bronze Career Readiness Certificate, Anthony repeated the tests and earned the higher-level Silver certificate.
- In late June, he considered another job at a local industry and accepted a position after giving proper notice to his employer. This transfer resulted in increased pay and regular work hours.
- After a tour and a conference session at the Tennessee Technology Center in Shelbyville, Anthony applied to Industrial Maintenance. He now anticipates enrollment through a Pell Grant as early as fall of 2008.

This month (July 2008), Anthony finishes his terms for probation and the court is to release him from probation. This young man has moved from an unemployed offender, with no high school education, to a full-time employee with a GED. He also has a silver-level Career Readiness Certificate as well as an application for enrollment at Shelbyville's Tennessee Technology Center. Anthony's story does not end here. Before him are yet more achievements. We have shared Anthony's world only briefly but are keenly aware that he represents the LWIA's 265 youth.

### *LWIA Seven*

The 2008 Tennessee Technological University (TTU) President's Academy for Emerging Technologies Summer Camp was held June 15 -- June 20, 2008 at TTU. Local Workforce Investment Area 7 sponsored the camp -- a challenging, six-day program for ninth graders (rising to sophomores). These students came from the following counties: Cannon, Clay, Dekalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Warren, White, and Van Buren.

The camp was designed to stimulate and excite interest in science, technology, engineering, and mathematics (STEM). Program content focused on emerging technologies such as: biotechnology, nanotechnology, digital manufacturing, and information technology.

School career counselors and teachers provided students with an application packet. The packet included a personal data form and two teacher reference forms (one form was from a mathematics teacher; one form was from a science teacher). Ninety-six young men and women applied for the camp with a selection goal two to three students from each county. Appointed and approved by the LWIA 7 Youth Council, a committee completed the selection process. Thirty-six students (18 males/18 females) were selected for the STEM camp. Each student had not only excelled in mathematics and science but each had also received an outstanding-teacher recommendation. (Ten students were chosen as alternates.)

The Academy capitalized on Tennessee's unique array of high-technology, research-and-development organizations. These organizations provided students with an opportunity to learn from leading researchers and to experience cutting-edge research facilities. Program experiences consisted of hands-on laboratory activities, discussions, research assignments, lectures, and a special field trip to Vanderbilt University. At the Vanderbilt campus, students heard presentations by leading researchers in nanotechnology; the university visit also included a tour of the Vanderbilt Institute for Nanoscale Science and Engineering (VINSE).

A variety of recreational activities were scheduled during late afternoon and evening hours. TTU athletic facilities were available during the week. In addition, students made afternoon trips to Cane Creek Park and they attended pool parties and saw on-campus movies. Participants were housed, two per room, in a TTU residence hall. (Males resided on separate floors from females; residential counselors provided supervision). Curfews were enforced for all Academy participants; meals were provided at the TTU cafeteria.

A ceremony, ending this STEM camp, was attended by parents, by LWIA 7 employees, by the selection committee, and by TTU professors. Each student was given a certificate of completion and a CD with pictures of the week's activities. A one-page questionnaire was sent to the student to learn how they (and their parents) benefited from the camp. Sixteen students replied and their responses revealed their likes and dislikes. Two students enjoyed most the camp's study of "nanomaterials." Hunter Tramel wrote, "Dr. Stretz challenged us like no other teacher. I've never had a better teacher." Laura Galloway agreed, "It was interesting to learn what [nanomaterials] were and how they are affecting products on the market."

Many parents responded about the Academy's effect on their children. Kenneth Wolf's parents wrote, "We just have to say how impressed we were by the level of education and organization that was put into the President's Academy program." Laura Galloway's mother was equally impressed, "For the first time, she was in a classroom and really challenged by the activities!"

Overall, it seems that all students enjoyed the STEM camp and received much new information related to science and mathematics. LWIA 7 appreciates this opportunity to have worked with the Tennessee Department of Labor and Workforce Development, with TTU's staff, and with both parents and students. The camp helped to create more awareness of the opportunities available in science, technology, engineering, and mathematics. We hope that funds will be available to grant this opportunity to more students.



### Summer Training Opportunities Program

The LWIA 7 Summer Training Opportunities Program was designed to offer In-School Youth a four-week, occupational, skills training experience. Career Training Instructors, in each area high school, helped to select the students who would attend this training event. This career exploration activity was offered through Tennessee Technology Centers at Livingston and Murfreesboro. Participants attended six hours a day, five days a week for four weeks (for a total of 120 hours). They received a \$5 hourly stipend for each hour of attendance and transportation was supplied by local school transportation systems. The training successfully provided career guidance to a majority of the students unsure of their post-secondary, vocational goals. This experience gave a hands-on opportunity for participants to identify vocations they might pursue after high school graduation.

Coordination with the Tennessee Technology Centers helped these youth to thoughtfully determine specific career paths. This determination included setting goals and giving each student a sense of accomplishment about achieving those goals. After the four-week sessions, each youth received a Certificate of Completion relating to a specific occupational skill. Each Tennessee Technology Center retained a transcript with the hours credited toward skill licensing. As a result, the participants have a vested interest in preparing for potential careers.

The aforementioned Occupational Skills Training included technologies in auto body, automotive, building construction, business systems, drafting/CAD, electronics, health occupations, machine tooling, industrial maintenance, heating/ventilation/air-conditioning/ and refrigeration. The 2008 summer event concluded with 84, In-School Youth completing the program. Thirty students satisfactorily completed Health Occupations Certified Nursing Assistant classes and are completing applications to take the examination for official licensing.

## LWIA Eight

Dislocated Worker Shemika originally sought help from the Tennessee Career Center in Robertson County during 2005. Then she was a recently single mom, with two children, who had been laid off by her employer of eight years. Shemika's first goal was to get a GED to put herself on the path to a solid career. To accomplish this, WorkForce Essentials helped her with adult, basic education classes, tutoring, uniforms, tuition, fees, and with books. After receiving her GED, Shemika set the goal of training for a career that would assure her family's support. Choosing the medical field, she began training at Nashville College of Medical Careers. During the training, she welcomed another child into her family; then, she promptly returned to school and graduated. After graduation, she found a wonderful job at a Nashville doctor's office where she is a favorite team member of patients and coworkers.



## WIA Youth

### Jobs for Tennessee Graduates (JTG) Program serviced by WorkForce Essentials: Affiliate of the National Jobs for America's Graduates Program

Brittany was a powerhouse, an 18-year-old senior, when she first entered the JTG Program. The program was developed jointly by the North TN Workforce Board and the Williamson County School System to aid a select group of students.



Persevering through many life hurdles, Brittany graduated from high school. With financial assistance from WorkForce Essentials, she entered the Certified Nursing Assistant Training Program at NHC Cool Springs. After completing her training, she obtained state certification and was immediately hired by NHC. Brittany applied to Nashville's TN Technology Center and was accepted. There she took courses to upgrade her skills in Licensed Practical Nursing (LPN) Training. During September 2007, tragedy struck. Brittany was six months pregnant when she learned that her baby had died from the effects of a blood clot. Despite this devastating loss, she returned to NHC and rededicated herself to LPN Training. After volunteering for the Special Olympics, she shared with an instructor friend Debra Odom: "Well Mrs. O, you know me. I can't sit still for nothing. I still ache but I just got to keep moving forward, and it feels so good to help others." What else can we say? Brittany makes us all want to do more and work harder.

## High Skills & High Tech Jobs in the Biomedical Industry

The biomedical/health-care industry in Middle Tennessee is large and growing. In fact, more than 150 health-care companies are headquartered in Williamson County. One company, based in Franklin, BioMimetic Therapeutics has grown from four to 80 employees in less than five years. The average employee earns more than two-and-half times Tennessee's average wage. Unfortunately, most of these employees are recruited outside of the state.



The co-founders of BioMimetic Therapeutics are Dr. Samuel Lynch and Dr. Leslie Wisner-Lynch. They created the BioTN Foundation to employ more Tennesseans and to strengthen the biomedical industry and education system. This nonprofit foundation joins PK-12, higher education, and industry collaboratively to enhance Tennesseans' educational and employment opportunities.

Local Workforce Investment Area 8 (WorkForce Essentials, North Tennessee Workforce Board and Tennessee Career Centers) partnered with the Tennessee Technology Center-Murfreesboro and the BioTN Foundation. The partnership's purpose was to secure a grant from the Tennessee Department of Labor and Workforce Development. This grant is to provide skill training and science/technology



opportunities for high school seniors and for displaced local-workforce members. Supported by the Williamson County School System, Independence High School has been chosen to host on-site training classes in the school's well-equipped laboratory. Over the next three years, this Williamson County-based effort will develop, introduce,

evaluate, and disseminate a successful Biomedical Technology Program. The program has three-courses and its aim is to make a difference in the lives of local customers and local communities. The program was designed to meet local, workforce needs by equipping graduates with skills to enable them to work in a variety of life-science-focused companies. Some of the high-tech, life-science-focused companies supporting this unique project are: BioMimetic Therapeutics, Healthways, HCA, Williamson County Medical Center, Protherics Inc., TyDye Bioinformatics, ICON Clinical Research, Path Group, and Passport.

### *The Program's Schedule:*

*Year 1 (07/08)* -- Focus has been on:

- designing a biomedical technology program with the help of industry and educational leaders
- developing an industry support network
- identifying instructors
- designing a curriculum
- developing laboratory components
- developing a method for evaluating the program
- marketing the program
- gaining support of potential students and of the community.

*Year 2* -- The program will begin to:

- test its laboratory components
- evaluate its success
- plan inclusion of more students and more technical colleges.

*Year 3* -- The program will:

- expand local student and business interest
- increase student enrollment
- be developed at the Tennessee Technology Centers (in West and East Tennessee).

A technology advisory council (with advisory-required committees) has been named to provide assistance in the program's development and implementation. The final program will be one-year of study (consisting of 900 hours); it will also be open to both adults and high school students (for dual credit). Students, with passing grades, will receive a certificate/diploma after completing the 900-hour effort. The program's primary focus will be to align industry needs with training that develops a highly-qualified workforce. Such workforce will be capable of supporting a broad range of activities found in 21st-century, life-science companies. Listed below are examples of courses to be included in this program.

### **Fall Course: *Foundational Knowledge and Skills in Biomedical Technology***

The fall course will consist of 300 hours of content, experience, and laboratory skills. Designed by industry, the course is to introduce content and skills required for foundational knowledge and skills demanded in the biomedical industry. Students will be expected to demonstrate comprehension of this material as well as laboratory skills. Afterwards, students may move to the spring course. Prerequisite for Advanced Biomedical Technology.



### **Spring Course: *Advanced Biomedical Technology***

The spring course will consist of 300 hours of more advanced biomedical technology content, experience, and laboratory skills also designed by industry. Students will be expected to demonstrate comprehension of this material and laboratory skills as a prerequisite for 300 hours of internship. Prerequisite for Internship in Biomedical Technology.

### **Summer Course: *Internship in Biomedical Technology***

Students will spend 300 hours in one or more settings within the biomedical industry. With more than 150 health-care companies located in Williamson County, student placement should not be difficult. These students will be expected to use course content and laboratory skills in a real-world setting. Grades will be determined by an instructor who will have input from the host company. Prerequisites are *Foundational Knowledge and Skills in Biomedical Technology* and *Advanced Biomedical Technology*.

These three courses for the Biomedical Technology Program have been designed in consultation with educators and leaders in the biomedical industry. The courses contain both content and skills needed for biomedical, high-tech positions which students hope to fill after graduation. (Students completing the program should be very marketable.) The program's coursework also meets state curriculum standards; also the coursework is approved by the Tennessee Board of Regents for curriculum adopted by the Tennessee Technology Center. In addition, this course has been submitted to the Tennessee Board of Education for approval as "dual credit" with public high schools.

The groups who benefit from this grant are those wanting to work, having an understanding of education, and having a passion for the global market place. This would include the following:

- high tech industry

- workforce development organizations and career centers
- workers wanting to improve their education
- workers wanting to make career changes
- workers wanting to learn biomedical sciences for the new millennium
- economic development in Middle Tennessee and surrounding counties
- local government and civic organizations
- community leaders and parents
- Chambers of Commerce
- colleges and universities
- high schools and students preparing for careers in science/mathematics/technology

Another important group benefiting from this grant will be patients needing improved treatment based on new technology. The grant's impact on technology-based Middle Tennessee industries can only be positive. A more highly-educated workforce, prepared to meet the demands of the 21<sup>st</sup> century, global-knowledge economy, will lead to strong economic development throughout the region. Industries are looking for both a highly-qualified workforce and positive economic conditions as they develop, expand and re-locate their businesses. Middle Tennessee's development of the technological industry is vital to the state's economic success.

This grant, focusing on training workers for biomedical technology, builds on the state's robust health-care service industry. With two new manufacturing plants scheduled for completion in two years in Williamson County, the need for a highly-qualified workforce will increase. Students, completing this certificate program, will be prepared immediately for the job market. They will also be prepared for programs of further study. Such programs can be found at Columbia State Community College or Nashville State Community College with a (AAS degree, and Middle Tennessee State University or Tennessee State University with a BS) degree. This grant will provide the Middle Tennessee region, including Williamson County, with an opportunity to remain competitive (with other states) by providing a one-year certificate program.

This collaborative grant opportunity has brought industry and education together. Industry and education intend to develop, for students (despite age, race, or economic status), a high-level program improving job opportunities. With a focus on reading, mathematics and science skills, this program provides students with strong, rigorous training. Such training is required for competitive positioning into any future workforce.

In addition, the program provides a unique opportunity for high school students to receive dual credit. These credits not only apply to the high school diploma but also to a technology certificate and college credit/hours. This is an exciting, innovative opportunity for high school students to increase readiness for work and for college. This readiness is a feature consistent with the goals of another program which Tennessee has recently joined. This program is called the American Diploma Project; it seeks to increase the rigor of national education preparing students for work and for college.

Williamson County is one of nine counties in LWIA 8. Other counties include Cheatham, Dickson, Houston, Humphreys, Montgomery, Robertson, Stewart and Sumner. All of these counties are in need of health-care workers to support many health-care and life-science-focused companies.

In March 2007, research was completed in the evaluation of a variety of health-care and life-science-related companies and their activities in Williamson County. One hundred seventy-four (174) companies/businesses were identified.

The county's health-care-related industry activities included accounting and consulting, advertising, communications, marketing, ambulatory/outpatient care, architecture, assisted living, behavioral health care, billing services/claims processing, biomedical technology, capital investment, clinical laboratory services, disease management, medical, surgical and pharmaceutical supplies distribution, facilities development, health information/informatics/e-health services, home health care, hospital systems/management, insurance/brokerage, long-term care, managed care, medical publishing, medical products and devices, occupational health workers, physician practices, rehabilitation and contract staffing services/executive and executive recruiting.

According to LWIA 8, high-growth industries from 2004-2014 include:

- administrative and support services (5,160 industries)
- professional, scientific and technical services (4,870 industries)
- food services and drinking place, credit intermediation and related activities (4,110 industries)
- educational services (4,010).

Williamson County's greatest needs are in the areas of administrative and support services and professional, scientific and technical services. In addition to the counties included with LWIA 8, other Middle Tennessee counties that expect to benefit from this project are Davidson, Maury, and Rutherford.

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## *LWIA 9*

For the last nine months, Nashville Career Advancement Center (NCAC) Disability Program Navigator, Sarah Yandell, and Director of Employment Services, Jacky Akbari, have been collaborating. Yet, the two have not been working alone. They have teamed with Tennessee's Assistant Commissioner of the Division of Rehabilitation Services (DRS), Andrea Cooper. Jointly, these three have created a business group to share best practices for enhancing the workforce by inclusion of employees with disabilities. These best practices also promote comprehensive outreach to area employers regarding marketing to people with disabilities. Modeling their new business group after the US Business Leadership Network (USBLN), the trio calls it the Nashville Area Business Leadership Network (NABLN). With Katherine McCary's assistance and support, NABLN held its first meeting on June 9, 2008. (Ms. McCary, Vice President of Sun Trust Bank, is also USBLN's Chair.) NABLN is a national organization that: supports development and expansion of its BLN chapters across the country, serving as their collective voice. It is the only national disability organization led by business for business.

The USBLN recognizes and promotes best practices in hiring, retaining, and marketing to people with disabilities. There are 44 Business Leadership Network chapters in 32 states, including the District of Columbia, representing more than 5,000 employers across the US. The BLN uses a "business to business" approach to educate, promoting the business imperative of including people with disabilities in the workforce. *(For more information on the USBLN please see [www.usbln.org](http://www.usbln.org))*

Currently, six Nashville companies have committed to participate and to lead the development of NABL. Four of these are listed, by the Nashville Business Journal, in the top 25 largest employers. These six companies, with support from NCAC and DRS, are developing strategies for outreach to other businesses. This outreach includes connecting with the Middle Tennessee Diversity Forum, the Society for Human Resource Management and with National Industry Liaison Groups. Given Middle Tennessee Diversity Forum's success, potential growth for NABL is phenomenal. While capitalizing on the success of the Middle Tennessee Diversity Forum, BLN offers a smaller and more specifically-focused forum. This forum is designed for employers to discuss a wide range of issues around the recruitment, employment, and retention of people with disabilities. The business-to-business model gives employers an opportunity to discuss concerns and issues candidly (with an emphasis on problem solving as opposed to compliance). Developing links, collaborating with employers (to promote the hiring of individuals with disabilities) and facilitating job placement are important components of the Disability Navigator Initiative. These components are also a vital part of workforce development. NABL will play a significant role in increasing the knowledge and talent pool available to area businesses. It will also help to provide job opportunities to this historically under-employed population.

### *Career Connection*

Career Connection is a "hands-on," weekly training session. At the session, job seekers receive information and career coaching from Middle Tennessee employers and hiring managers, as well as from the NCAC career coaches. Attendees hear employers speak on topics ranging from "how to successfully get the attention of the recruiter" to salary negotiation. Career Connection fosters networking and helps the job seeker to successfully navigate a career transition; it works through partnerships with area employers. Career Connection is where job seekers can develop confidence in their skills. Participants may also identify needed skills which can be successfully transferred into other fields of opportunity. The session also affords job seekers the opportunity to develop a personal network while they conduct conversations with employers (all of these discussions take place in a group setting or individually).

To help guide the job seeker through the job search process, NCAC has added monthly Industry Forums, Career Readiness Certification, the Myers-Briggs Type Indicator assessment and Strong Interest Inventory assessment. The Industry Forum gathers five employers from a common industry (such as health care) to discuss opportunities and growth areas in that industry. Whether someone is planning to launch, to change, or to advance a career, career development enhancements benefit today's job seeker.

### *Middle Tennessee Diversity Forum*

The Nashville Career Advancement Center (NCAC) is the 2008 Community/ Governmental Agency partner for the Middle Tennessee Diversity Forum (MTDF). MTDF is a public-private collaborative effort devoted to building and benchmarking workforce diversity initiatives.

The collaboration promotes resources from a variety of community organizations, academic institutions, businesses and individuals -- all of which result in opportunities for under-represented populations.

The forum is a membership organization of senior workforce leaders, and it directly impacts workforce diversity in Middle Tennessee. Its membership represents many facets of the workforce community across industries and occupations. This representation includes manufacturing, health care, publishing, finance/banking and others. Its partner organizations include HCA, Bridgestone Firestone, SunTrust, Vanderbilt University, Dell Computer, Gaylord Opryland, Loew's Vanderbilt Plaza, the NCAC, Coca-Cola (consolidated bottling) and the Nashville Area Chamber of Commerce.

#### Specific Accomplishments:

- Assisted over 500 job seekers for career connections/ consideration, and placement of approximately 75 job seekers among under-represented communities with member organizations (through co- sponsored job fairs and referrals).
- Provided workforce retention/recruitment resources to over 1,500 workforce leaders seeking to build or to benchmark workforce programs.
- Partnered with over 200 organizations in the design, development and delivery of (self-selection) business networks and affinity groups -- to build mentoring and collaborative resources.
- Collaborated in launching other community organizations to serve the under-served -- including the Business Leadership Network (BLN). Spearheaded by Andrea Cooper, a Tennessee Assistant Commissioner, BLN will provide a platform for businesses to connect workforce resources with the disabled community.
- Established the annual Middle Tennessee Diversity Trailblazer Award for business workforce leadership in the advancement of diversity of inclusion in Middle Tennessee. The 2008 Trailblazer winner was HCA. Pictured below is Waverly Crenshaw, MTDF board, presenting award to John Steele, SVP of Human Resources at HCA.



### *The Community and Non-Profit Organization Power of Inclusion Award*

Nashville CABLE honored the Middle Tennessee Diversity Forum with the 2008 Community Excellence award at the annual Power of Inclusion luncheon. CABLE is Middle Tennessee's largest professional networking group for women.

MTDF is led by a team representing under-represented populations. More important, the organization's mission is to provide a platform encouraging every aspect of workforce diversity. The practice of benchmarking recruitment and retention practices has resulted in career placements, promotions and retention projects for under-represented populations. MTDF is specifically committed to certain populations and has included some as breakfast-series topics -- such as:

- Women in the Workforce -- cosponsored by Bridgestone Americas
- Connecting with the Latino community employee, community member and consumer
- The Value of Mentoring -- co-sponsored by Dell Computer
- Differently able workforce: Tying disability to the bottom line -- cosponsored by SunTrust Bank
- The Changing Cultural Landscape -- cosponsored by Deloitte Consulting

Similarly, the Middle Tennessee Diversity Forum is committed to:

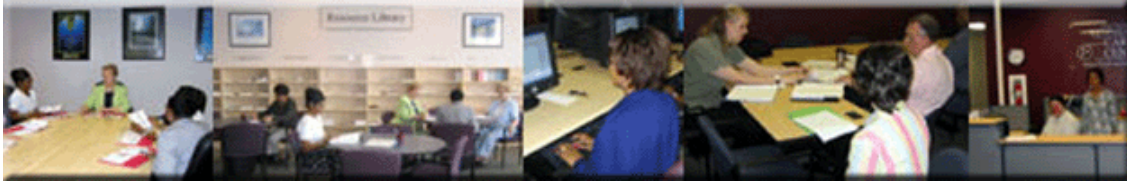
*Cultivating and promoting* diversity initiatives that establish and foster a more inclusive and equitable work/learning environment. Initiatives of the Middle Tennessee Diversity Forum promote an inclusive and an equitable work/learning environment through community collaboration to inspire and educate through quarterly CEO chats, breakfast series, career development Outreach Fairs, and annual Trailblazer Awards. *Promoting and facilitating* equitable education and social engagement concerning those of varying ethnic or religious backgrounds, socioeconomic status, sexual orientations, and/or physical and mental capabilities.

In addition to workforce leaders, the Middle Tennessee Diversity Forum has forged productive partnerships with other organizations that provide resources such as the Nashville Industry Liaison Group, CABLE and others. Each quarterly meeting focuses on a different topic to explore options and resources for skill development and social engagement with and between people of varying ethnic or religious backgrounds, socioeconomic status, sexual orientation, and/or physical and mental capabilities.

*Exhibiting* visionary and insightful leadership to confront and resolve inequities through strategic decision-making, allocation of resources, and establishment of priorities. The Middle Tennessee Diversity Forum is an innovative solution to collaborate community resources by building bridges to the diverse workforce future. Insightful leadership of the forum creates an innovative model providing resources without charging membership fees, a fee to attend or other requirements. Instead, sponsoring organizations research and present information and resources on a defined workforce diversity topic and strategies to address (including allocation of resources, and establishment of priorities).

## LWIA Ten

Local Workforce Investment Area 10 (LWIA 10) is administered by the South Central Tennessee Workforce Alliance. LWIA 10 continues its mission to link education, economic development, and employment in the eight-county area of South Central Tennessee. Our Tennessee Career Centers are visited by over *456 job seekers and employers weekly* (up 56 per week from last year). These centers, listed below, are a few of the success stories during the past year.



*Workforce Board Meetings were reorganized around themes to allow for increased education of and participation by board members and guests. Themes for the year included:*

- 8/16/07      *Getting and Staying Globally Competitive* -- Ed Barlow
  - 10/10/07    *The Changing Face of Our Regional Workforce* -- Rolanda Brown, Business Development Specialist -- Manpower
  - 1/9/08      *New Job Growth Favoring High-Skill Workers*  
Howell Lee -- Executive Director of Tennessee Valley WIRED  
Dr. Neil Lamb, Education Director of Biotechnology for Hudson Alpha Project in Huntsville, AL  
Julie Love, Human Resource Director & Bob McCormick, Director of Secure Card (Arthur Blank a division of American Bank Note)
  - 4/9/08      *Knowledge Economy* -- Dr. Paul Jennings, Columbia State Community College
- *Exceeded Career Readiness Certificate (CRC) levels in eight-county area based on WorkKeys.* Since this pilot program began in August 2006, we have awarded over 5,136 credentials to job seekers. The credential types were:
    - 1160 (22.6%) Gold-level certificates
    - 2838 (55.2%) Silver-level certificates
    - 1138 (22.1%) Bronze-level certificates

*Local HR Manager, John Gentry of Graftech, formerly UCAR, states: "I would strongly encourage all employers in Tennessee to take advantage of this incredible tool provided by your Local Career Centers. This tool will greatly improve your chances of hiring an employee that you will be able to train and retain and be an asset to your company." Also, Kristy Miller, from Miller Drilling in Lawrenceburg, was quoted as saying, "Utilizing the CRC, through our local career center, has been very advantageous to us by aiding us in seeking out the individuals that are a good fit for the teams we build."*



### *Growth of the Incumbent Worker Training Grant Program*

The South Central Tennessee Workforce Alliance has assisted in providing Incumbent Worker Grants to area businesses/industry since 2004. The program has assisted 27 employers with 1,061 employees being trained for \$654,217.19. The Incumbent Worker Program (IWP) provides expense-reimbursement grants to businesses for the purpose of providing skills-upgrade training for currently employed, full-time workers. Our Board recognizes the importance of keeping Tennessee's workforce competitive in a global economy. (Critical aspects of this competition include the retention of good employees and the retention of existing businesses.)

During the program year for July 1, 2007 - June 30, 2008, this program assisted 10 employers with 270 employees being trained for \$130,283.58. The IWP also provides expense-reimbursement grants to participating businesses on behalf of their employees involved in incumbent training.

### *Growth of On the Job Training*

Since July 2007, the South Central Tennessee Workforce Alliance has worked through the Fast Track Program. This program assisted providing on-the-job-training for four employers in training 87 employees. (All were trained for \$135,056.00). The Fast Track Program also provides wage assistance for new, full-time employees at businesses expanding or locating to Tennessee.

### *Coordination of services to dislocated workers related to layoffs in the automotive industry*

The Maury County Career Center hosted two Practical Nursing Classes for General Motors dislocated workers. The training was provided by Tennessee Technology Center staff in Hohenwald. Twenty-two (22) students should graduate from the program in September 2008. Prior to training, all participants in the class attended a 15-hour, pre-scholarship workshop focusing on study skills, time management, and motivational skills; each was trained as a certified nurse technician. In response to recent layoffs by GM workers and by related suppliers, the South Central Tennessee Workforce Alliance provided a variety of services. This variety included assessment services for those interested in training; the variety also included funding for training, supportive services, and job search assistance. Workshops were offered to assist dislocated workers with interviewing skills, writing resumes/applications, and with job searching. As the GM plant prepared to re-open and as it contracted with new suppliers, Workforce Alliance matched dislocated workers with new opportunities. Working with the Tennessee Department of Labor and Workforce Development, Workforce Alliance assisted with on-the-job training and other services. This assistance ensured that dislocated workers were prepared for new job opportunities.

One new employer, Johnson Controls, Inc., has hired over 300 workers through career-center efforts; many new hires were employees dislocated by GM and its suppliers. (This employer preferred a Silver CRC level.)

*Many success stories result each year. We will close with a few that make us proud!*



### *Youth overcoming obstacles*

Ashley Fenwick has overcome many obstacles. At fifteen, she was emancipated by the state; she was also married and pregnant with her first child. Ashley had worked different jobs in retail but was not satisfied. Having always been interested in health care, she decided to take advantage of free CNA classes. (These classes were offered through the National Health Corporation.) After successfully completing the training, Ashley decided to go further into nursing. Yet, to follow this desire, she needed a GED; so, she took classes at the Adult Education Center. For GED preparation, Ashley registered with the Tennessee Career Center and took the WorkKeys Career Readiness Certification Test. Scoring "Gold," (the highest level), she received her GED in May and is presently pursuing a CNA, state-board license. Ashley plans to become a Registered Nurse. Although having many obstacles to overcome, she made smart choices to better herself. She is an excellent example of how hard work and perseverance pay off. We wish her the best as she works toward her career goals.

### **Graitech International**

Graitech International Ltd. has been a Lawrenceburg mainstay since 1957. The company was formerly known as Union Carbide and has plants in Lawrenceburg and Columbia. Graitech employs 78 to manufacture its refractory-carbon bricks in Lawrenceburg and is planning to hire more employees in 2008. Several years ago, the company laid off many employees in a downsizing effort. In the last two years, Lawrence and surrounding county career centers used WorkKeys to assess some 256 potential hires. (WorkKeys measures one's skills in Applied Mathematics, Reading for Information, and Locating Information.) This assessment effort led to 15 new hires. The HR Manager believes that WorkKeys assessments are a great tool to assist the hiring of new employees by measuring basic their workplace skills. Graitech has been a long-standing, career-center customer and has also used the Incumbent Worker Training Program to assist in training employees skills upgrades.

"In 2004 I first became aware of the services provided by the local career centers in Columbia and Lawrenceburg. Both of our Tennessee locations went through a period of rapid growth and we did not have the internal staff to handle the recruiting efforts. The assistance provided to our company by the career centers was extremely helpful. One of the services provided to us was the administration of standardized testing of all of the production and maintenance job applicants. At that time, the testing was called Key Train. In a few short years, that testing has now evolved into a standardized system used statewide and is also recognized in other states in the U.S. as well. Applicants are given the test via computer and tested in several areas of competency -- such as math, reading and locating information. The test results are compiled and the applicant is given a score of bronze, silver or gold depending on the overall test scores (gold being the highest).

The applicants may go back and try to improve their scores after a period of time. The policy that we have adopted is that we will only consider applicants that have scored at least silver or gold. A bronze score will not be considered for employment with our company. This has proven to be an excellent screening tool for us in the hiring process. The overall quality of the candidates that we have hired has improved drastically. In addition, it saves us a tremendous amount of time and money and provides consistency, which is extremely important when making a hiring decision.

"I would strongly encourage all employers in Tennessee to take advantage of this incredible tool provided by your local career center. This tool will greatly improve your chances of hiring an employee that you will be able to train and retain and be an asset to your company. Please feel free to call me if you would like to discuss in greater detail."

Crystal Bulcao is an adult customer who graduated in December-2007 from the Business Systems Technology Program at the Tennessee Technical Center in Hohenwald. There she received a Medical Administrative Diploma. Crystal's work experience had been in fast foods. Yet, after receiving her diploma, she was equipped for an entry level job in a medical-office or in a hospital. (In a medical, work setting, she could use the new skills she had received from TTC-Hohenwald.)

After applying for jobs on her own, she decided to return to the Tennessee Career Center to use its resources. There she received a Gold CRC; next, she attended workshops offered through the Career Transition Group at the career center. (One workshop was *How to Prepare for an Interview and Dressing for Success*.) The career center also helped her to prepare a professional-looking resume to aid her career search.

She was encouraged to apply for positions in which she had an interest. After doing so, she found a part-time, entry-level, secretarial job. Later, her position became "full time" (at the Nehemiah Recovery Counseling Center in Columbia; she makes \$8.50 per hour). Crystal is thankful for this opportunity and appreciates everything the career center has done to assist in her career search.

### *Meeting Perry County Needs*

South Central TN Workforce Alliance (SCTWA) partnered with Columbia State Community College in providing Emergency Medical Technician [EMT] training to meet Perry County's specific needs. The county, having the state's highest unemployment rate, had taken over the local ambulance service to hire locals. Six successfully completed this EMT course and will applying for ambulance-service positions.

Several EMT students appreciated that SCTWA allowed them to participate in the class. Nick Risner related that his ultimate goal to become a firefighter. Margarete Richardson and Grady "Alex" Richardson are mother and son; she allowed that it was wonderful to study with her son. Both are on their way to obtain employment as EMTs.

Gary Rogers, Director of the Perry County Ambulance Service, also participated in the class. He stated, "Perry County has definitely benefited from having the EMT class. With current jobs being lost in Perry County through plant closures and the county starting their own ambulance service, the need for additional EMTs was in demand."

### *From Adversity to High School Graduate*

Dexter Turner had been in the Perry County Youth Program and went to work after high school graduation on May 23, 2008. Although he entered high school in Perry County at age sixteen, by means of the youth program's assistance he was able to graduate at age twenty. Along with being in the youth program, he was involved in extra-curricular activities and held a part-time job. He began work on June 3, 2008, as an electrician's helper in Smyrna at Tennessee Electrical and Mechanical Construction Company. He is earning \$10 per hour.

### *From Devastation to Dream*

Michelle Sain was dislocated from International Comfort Products (ICP) in Lewisburg, TN, in late 2003. Before coming to ICP, Michelle had worked temporarily for several plants in the surrounding counties. When ICP closed, Michelle turned this devastation into a dream. She promptly took advantage of educational opportunities by enrolling in Columbia State Community College. There, she received an Associate of Science Degree; yet, this was not enough for Michelle: she dreamed of becoming an athletics coach! So, Michelle took a giant step. She transferred her Associate of Science Degree to Middle Tennessee State University. Then, with the help of career-center supportive services, she earned her Bachelor Degree in Physical and Health Education. She graduated in May and is working part time at the Marshall County Recreation Center in Lewisburg, TN.

### *LWIA Eleven*

The West Tennessee Workforce Investment Board, Local Workforce Investment Area (LWIA) 11, is administered by the Southwest Human Resource Agency. (Consisting of 12 counties in West Tennessee, LWIA 11 is under the direction of the thirty-four-member West Tennessee Workforce Investment Board.) The Board is composed of representatives from all 12 counties, and it meets all requirements for private industry and public representation.

LWIA 11 continues to provide accessibility for job-seeker needs and it also continues meeting public/private sector employer needs. Employers have an opportunity to use the comprehensive Tennessee Career Center at Jackson. Or they may use area, affiliate sites to assist in individual assessments. Such assessments help to determine a future employee's skills and abilities while affiliate sites refer appropriate applicants to employee openings. By coordinating available resources, LWIA 11 helps employers in developing specialized training for current employees needing skills upgrades. At Tennessee Career Center locations, job seekers can also access information about existing programs, specialized training, available financial aid, and high-demand occupations. Job seekers can also examine area growth projections and other relevant job/training information. On the Job Training (OJT) is also used to assist both job seekers and employers in hiring permanent employees.

A tremendous asset of our program's success this past year has been the regional collaboration between Areas 11, 12, and 13. This interchange of insight and assistance between these areas has been instrumental in helping each area to be successful. We are working with Area 12 and several other partners in West Tennessee to submit a Science, Technology, Engineering, and Mathematics (STEM) Grant application. The first submission to Washington was approved, and the second-phase submission has recently been completed.

This grant will greatly enhance our ability to assist in training participants interested in careers with an emphasis in Science, Technology, Engineering and Mathematics. Area employers' participation has been an important part of this grant. (We have 25 participating employers representing 16,862 employees.) These employers are committed to enhancing the pipeline of skilled workers by assisting with the recruitment of expert STEM coaches; these employers will also recruit volunteer mentors to promote the advancement of the manufacturing blueprint.



This past year was very successful in our assisting all three areas (youth, adult and dislocated workers) in education, training and job preparation. During that time, LWIA 11 saw an increase in the number it served in each of these areas: 1,115 Adults (916 the previous year), 571 Dislocated Workers (539 the previous year), and 1064 Youth (782 the previous year).

LWIA 11 operated a ten-week, Youth Employability and Work Experience Program this summer for economically-disadvantaged youth ages 16 to 21. The Summer Youth Explosion blasted off on June 2, 2008, and it will end August 8, 2008. The program consisted of a week of Pre-employment and Job-readiness training plus nine weeks of work experience. The youth worked 30 hours per week and were paid minimum wage. In addition, a Team Leader was hired in each of the 12 counties (served by LWIA 11) to provide direction and counseling. In addition, the youth were placed, in their own counties, with a non-profit agency. This program served 430 youth. Jackson was so impressed with the program's success last year that the city gave LWIA 11 \$50,000 to assist additional youth.



Jobs for Tennessee Graduates students attend the Career Development Conference in Jackson.

Jobs for Tennessee Graduates (JTG) is administered in part by Southwest Human Resource Agency and by the West Tennessee Workforce Investment Board. This program is designed to assist at-risk, disadvantaged youth to graduate from high school and to find and keep quality jobs. By classroom instruction, community orientation and career association activities, students develop competencies in 37 essential, employability skills. After leaving school, all students are provided with a year's follow-up services. JTG is an affiliate of Jobs for America's Graduates, Inc. (JAG), a national, non-profit, public-service corporation. This past year, 128 students participated in LWIA 11's JTG program. The Jackson Area JTG organization was again recognized at the National Conference for meeting all five of its performance measures.

Meeting the health-care shortage continues to be a priority this past year. We used funding from grants (given by the Tennessee Department of Labor and Workforce Development --TDLWD) to educate students as Licensed Practical Nurses (LPNs). This funding enabled us to conduct and to complete LPN classes at the Tennessee Technology Center (TTC) in Crump. (Using additional funding from TDLWD, another class will be completed in August at the TTC in Crump.)

LWIA 11 continues to partner with Jackson State Community College, West Tennessee Healthcare, and Tennessee Technology Centers. This partnership uses distance-learning capabilities to assist Licensed Practical Nurses in becoming Registered Nurses (RNs). (Such assistance is possible due to a grant from Washington, D. C. for equipment enabling distance-learning capabilities. The funding came through the Delta Regional Authority and was administered by the Southwest Development District.)

LWIA 11 used Incumbent Worker Training Program funds from TDLWD to assist area manufacturers and their 1,819 employees. The total amount secured for Incumbent Worker Training in LWIA 11 was \$427,449. Companies participating in this program in the past year were Aldelano, Custom Tool and Design, Dewayne's Quality Metal, Norandal USA, PML, Inc., Thyssenkrupp, Pepsi, TBDN, Replogle, Precision Coil, and Aqua Glass. Special recognition was given to these participating companies on April 24, 2008, at a luncheon.

LWIA 11 partnered with TDLWD and with local Chambers of Commerce. The purpose of this particular effort was to use the state's Fast Track Initiative to assist employers in developing new business opportunities. As part of this initiative, LWIA 11 provided On the Job Training for these companies through a contractual agreement with the employer. Twenty companies and 47 participants benefited this past year from their participation in the Area 11's On the Job Training (OJT) program. The following companies used \$74,805 for part of the OJT program this past year: Ainley, Hoover, and Clark Law Firm, Brent Allen Septick, Champion Homes, Coach B's Family Restaurant, Durr Monument, Four Seasons Nursery and Garden Center, H & H Services (dba Cinnabon Bakery), Innovative Imaging Systems, Institutional Casework, M.I.G., Mark IV Automotive, McNairy County Government, Mundt Rental Properties, Nutech Stone, Premier Mortgage, Ramer Wood Products, Savannah Machine Shop, Tennessee Mountain Springs, and Whirlpool Jackson Dishwashing Products.

The Disability Program Navigator Initiative officially began in LWIA 11 on January 2, 2007. In Tennessee there is one navigator for each of the 13 LWIAs. By July 1, 2007, this program was in 45 states, the District of Columbia, and Puerto Rico; the program has over 400 navigators serving nationally. The Department of Labor and the Social Security Administration jointly established these navigator positions. The purpose this effort is to better inform beneficiaries and others, with disabilities, about work-support programs available at career centers.

At Jackson's Tennessee Career Center and at other affiliate sites, the Disability Navigator (DN) is providing information, training, employment-related services. DNs also develop new/ongoing partnerships to achieve seamless, comprehensive, and integrated services; these services help to expand the workforce system's capacity in serving customers with disabilities. LWIA 11's DN has successfully delivered to 73 customers, with disabilities, services for training and employment this past year.

In January 2004, Tennessee and five other states formed the Career Readiness Certificate (CRC) consortium. This consortium was created to provide a portable-skills credential which provides a common language easily understood by employers, educators, and other citizens. On October 1, 2007, TDLWD implemented this program statewide. CRC is based on WorkKeys assessments. Employers use these assessments to determine a potential employee's skills -- skills that are necessary for 21<sup>st</sup> century jobs. After beginning the CRC Program in January 2008, LWIA 11 has served 258 participants and has issued 203 certificates (gold, silver, and bronze).

LWIA 11 was a sponsor in the West Tennessee Economic Summit held at Jackson State Community College. The Summit is an opportunity for private and public sectors to learn more about West Tennessee's present and future economic conditions.

## *LWIA Twelve*

The Northwest Tennessee Workforce Board of Local Workforce Investment Area 12 worked throughout program year 2007-08 to re-enforce partnerships. These partnerships, between training providers and the Tennessee Career Center System, were used to connect jobseekers with employers. Our strategic partnerships continued to strengthen northwest Tennessee's workforce development network rapidly responding to the skill needs of local employers. (These partnerships were with business, economic development agencies, civic and community organizations, educational institutions and labor/industrial boards.)

Although there much excitement during Program Year 2007, the Northwest Tennessee Workforce Board is especially honored to share a few new projects. These projects represent great strides in improving local employer services and youth programs.

### *Lennox Hearth Products Wins State Award for Worker Training*

#### **Department of Labor and Workforce Development Honors Company**

Tennessee Department of Labor and Workforce Development Commissioner James Neeley awarded the first Jim Alford Memorial Award for Outstanding Incumbent Worker Training. This award went to Lennox Hearth Products in Union City. The new award acknowledges outstanding efforts by a Tennessee business in providing training through the Incumbent Worker Training program. Lennox Hearth Products spent \$49,996 to train more than 350 workers in lean manufacturing, SAP technology, industrial maintenance skills, leadership skills, ergonomics and safety awareness. The Jim Alford Memorial Award activities result in enhancing job skills and personal development, helping to prevent downsizing, creating new jobs, preventing relocation. (At the same time, company profitability will increase while short-and-long term wage levels will improve for trainees.)

"I am proud to give this award to Lennox Hearth Products," said Commissioner Neeley. "This company has shown a dedication to workforce training and keeping jobs in Tennessee. Jim Alford would have been proud to know his hard work over the years has paid off for Tennesseans with more than 24,000 employees trained resulting from his service as Director of the Incumbent Worker Training Program."

The two other Tennessee employers, named as finalists for the award, were Domtar in Kingsport and Toho Tenax America, Inc. in Rockwood. Domtar spent \$49,815 in grant money to train 78 workers in DOL apprenticeship, overhead crane inspection, human performance improvement and rail safety, and operating practices. Toho Tenax America, Inc. spent \$20,781 in grant money to train 50 employees in programmable logic controllers, electrical apprenticeship, welding, maintenance and troubleshooting, and in Six Sigma (Green Belt) training/programming.

The Tennessee Department of Labor and Workforce Development administers the Incumbent Worker Training program. Funding priority is given to businesses whose grant proposals represent a significant layoff avoidance strategy and represent a significant upgrade of skills.

### *Youth Council Recommends GED Incentive*

In March 2007, the Northwest Tennessee Workforce Board's Youth Council recommended a plan approval. The plan offers cash incentives to out-of-school youth who attain the General Equivalency Diploma (GED). In April, career centers in northwest Tennessee launched the GED*Next* Program for high school dropouts. These program involved dropouts, ages 18-21, eligible for funding through the Workforce Investment Act Older Youth Grant. Designed to re-engage such young adults, the GED*Next* Program offers a \$500 cash bonus to eligible individuals in this age group. In addition, other incentives are offered for entering employment and retaining for a job. "I'm excited about the program," states Peggy Davis, Gibson County Adult Education Director. "So many of our young people seem lost and unmotivated. Having a cash incentive program that is based on educational achievement and setting employment goals could be the motivating factor these at-risk young people need to move into the workplace."



According to the National Center for Education Statistics, dropping out of high school is related to a number of negatives. For example, the median income of high school dropouts, age 18 and over, was \$12,184 in 2003. By comparison, the median income of those, age 18 and over, who completed their education (with a high school credential or GED) was \$20,431. The U.S. Department of Commerce also concluded that dropouts are less likely to be in the labor force than those with a high school credential or higher. Also dropouts are more likely to become unemployed if they are in the labor forces. In addition, dropouts also disproportionately constitute higher percentages in the nation's prison and also those on death row.

The GED*Next* program is designed to prepare northwest Tennessee's neediest, young people for a successful entry or transition into the workplace. Lori Marberry, Youth Coordinator for the Northwest Tennessee Workforce Board, is spearheading the project. "We have connected with agencies and entities that might have contact with this age group in order to reach this hard to engage population and provide an incentive for them to pursue getting their GED," said Marberry. "I am eager to meet with additional community service agencies, churches, activity centers, and other social organizations to explain the GED*Next* Program and collaborate with them on future referrals to our Career Centers."

Since GED*Next's* inception, 31 GEDs have been earned and bonuses have been paid to disadvantaged youth for their achievements. (An additional \$500 in bonus may also be earned through employment and retention.)

### *Youth: The Real Future of the South--Forums Deemed a Success*

Each year, the Southern Growth Policies Board starts a conversation in the South on a particular issue related to economic development. The Board does this by holding community forums (or moderated discussions) in both large and small communities across the region. In 2007, more than 4,100 Southerners participated in forums, focus groups, and an online survey. They participated to share their thoughts and opinions on *Building the Next Workforce*. Northwest Tennessee communities participated by hosting a forum of 60+ community leaders. These forums reveal that developing Southern *youth* potential, listening to their views, and inspiring them to action are critical to the region's success.

"We need to look at what future generations want and need, not at what WE need," emphasized a past forum participant. "The leaders are all getting older. We need more young people involved," said another. Many have seen potential in looking to youth for "fresh ideas."

The Northwest Tennessee Workforce Board, Dyersburg State Community College, and Tennessee career centers partnered to host forums across northwest Tennessee. The forums were to encourage community discussions about strengthening and capturing the youth's vision, talents, and passion. The three elements form the South's *real* future! Forum discussions concerned three general approaches to developing youthful talents and creating meaningful, youth experiences (eighth grade through high school). The three approaches, identified through preliminary research by the Southern Growth Policies Board, included a *Focus on Youth Development*, *Building a Youth Friendly Community*, and *Realizing the Value of Youth*.

Among those participating were students from 11 high schools (in five counties) and student representatives from Dyersburg State Community College. Community leaders, elected officials, local business/industry representatives, and educators also participated.

Community input at the forums is currently used in developing youth policy and programming in Tennessee's northwest. In addition, our regional results were part of presentations at the Southern Growth's 2008 annual conference in Arkansas. (Our regional results were also influential in developing the Southern Growth's *2008 Report on the Future of the South*.)

## *LWIA Thirteen*

### **Youth Program**

Ericka Myers is a 20-year-old, single parent with a two-year-old daughter. She was expelled from Memphis schools when a metal detector uncovered a weapon in her backpack. (Memphis has a zero policy concerning weapons in schools.) She was recruited into the WIN program in 2007 and enrolled in the Adult High School component. While in the program, she became a victim of domestic violence, lost her job, was evicted from her apartment, and was homeless.

As a result of the city school's extensive case-management services, she was able to complete her academic requirements. Receiving a diploma in December 2007, she finished basic skills in mathematics then completed workplace training in April 2008. Through our partnership with the Shelby County Community Services Agency (CSA), she applied for housing. However, to live in this housing, she had to be employed. So, in May 2008, she began work as an office assistant with AFSCME through our summer intern program and was awarded permanent housing through CSA. She is completing her ITA requirements and is scheduled, in the fall, to begin STCC where she will major in biotechnology.

Walter Foley is a 19-year-old substance abuser who dropped out of school after completing the 10<sup>th</sup> grade. He was recruited into the GED component in August 2007. Attaining basic skills in math, with a score of 517 on the GED exam, he was awarded a diploma in October 2008. Earlier in May, he was hired as a summer intern with the local Workforce Investment Network. Expressing an interest in the military, he received counseling throughout the program to combat his marijuana use. We provided weekly tutoring to prepare Walter for the Naval ASVAB exam. After he passed the drug screening and the admissions test, he enlisted in the Navy in April 2008. He is currently completing basic training in South Carolina and is planning to pursue aircraft mechanic training in the service.

Jerry Banks is a 19-year-old, high-school dropout. Having severe truancy issues, he left school as a 10<sup>th</sup> grader. Jerry needed a job because of his mother's financial difficulties. So, he was referred to the WIN GED program by the Pupil Services Department of Memphis City Schools. He scored 534 on the GED and was issued his diploma in November 2007. By the next month, he had attained basic skills in mathematics and is now working at FedEx for \$10.35 per hour. Jerry has a three-month-old son and he plans to attend STCC in January 2009.

Alopecia Boyd is a 19-year-old, single parent who dropped out of school. After completing the 11<sup>th</sup> grade, she left school due to a lack of dependable childcare. She originally entered our Adult High School component but continued to experience childcare problems causing attendance issues in adult high school. Later, she was transitioned into the GED component and in February 2008, she passed the GED; her average score: 482. Ms. Boyd served as a broker's assistant with Crye-Leike Realtors through our summer intern program. She is completing her application for an ITA and will begin STCC in the fall to major in biotechnology.

During the last month, our office has received several letters from other youth participants wanting to tell their experiences in interacting with our Youth Initiative. The letters are noteworthy because they represent life-changing events from youth who are normally devoid of hope. The letters send a heart-warming message of improvement in the lives of these young adults. Such letters reveal the youth's belief that there is a purpose in life and that there is something for them to look forward to.

More salient comments in the letters are:

"The program has benefited me in so many ways. Not only did it help me get a job, but it taught me to be a more responsible person. The program is preparing me for the real world. I now know that if I put my mind up to do something, I can do it. The best thing to do is to become a responsible adult and to go out into a world that won't always hand me a silver platter, but to go out and earn that silver platter."

"The WIN program has been a big help keeping me out of trouble during the summer time. So much stuff has been going on in my neighborhood and WIN has kept me away from it. I also helped my mother pay bills and put food on the table." "The skills I have learned in the WIN program are life skills that I will carry with me always. The program has benefited me and helped me become a better person, improved my grades, and finances."

On May 8, 2008, our office received a letter from Ms. Cecelia T. Cunningham of Bartlett, TN. Her letter extols the virtues of the Workforce Investment Network – LWIA 13 and it reads in part:

"I would like to personally thank you for funding the WIN program offered at Messick Adult High School. The program has been a blessing to my family. My son Robert Cunningham enrolled in the adult school with the hope of obtaining a high school diploma. Neither my son nor I knew anything about WIN. Initially, we thought the program would be a great way to learn how to create a resume and offer some job readiness skills.

We had no idea that the program would help my son with further educational funding and employment. The highlight of my son's week was attending the WIN program rap sessions. My son's commitment to his education was unprecedented because of the WIN program. This program gave my son hope for his future. He began to see himself with possibilities never imagined before. Earlier in the year, he became concerned that the funding for the WIN program would be eliminated. I can say with great certainty that without the WIN program, my son's future would not be as bright. The program is very important to many young people and to society as a whole. It is a beacon of light to those who just need help finding their way. There are many success stories because of the WIN program and with the continuation of the program I am sure many success stories will follow. In conclusion, I would like to say, the WIN program brought to fruition the leadership qualities that were dormant in my son's character. In May 2008, my son, Robert Cunningham, was awarded Student of the Year. I tell everyone that WIN is the best kept secret in Memphis."

The Business Services Unit of the Memphis Area Career Center (MACC) is committed to providing quality Applicant Screening and Referral Services to Memphis area businesses. These efforts help businesses meet staffing needs and provide an opportunity for MACC customers to obtain permanent, full-time employment at livable wages. This unit is becoming recognized in the business community for our ability to customize their recruiting campaigns and to provide local businesses with qualified, job-ready applicants.

Some of our more notable "Success Stories" from the previous year are highlighted in the following examples.

The Westin Hotel opened in 2007 as Memphis' newest "5 Star" hotel. Westin invited several employment services to a breakfast meeting. At the meeting were heard presentations about each agency's recruiting, screening and referral process. Westin selected the Memphis Area Career Center (MACC) as its primary staffing source. Business Services assisted Westin with developing a "Customized Recruiting" process which included referrals, applicant screening, pre-employment job-readiness orientations, and computer-based "integrity testing." With Westin's facility was under construction, MACC provided other facilities to conduct career fairs, orientations, and interviews. MACC also allowed the company to use MACC's computers. In addition, Business Services staff assisted candidates in creating email accounts and testing instructions; it also helped with proctoring. To date, we have placed 59 applicants.

Liquid Containers is a plastic-container manufacturer that has located in the Memphis area during the past, fiscal year. This company was seeking an employment agency with a diverse data-base to assist in staffing its entry-level and skill-positions. Those positions included H.R. Administrator, Quality Assurance Manager, electrical engineers, and maintenance technicians (with salaries ranging from \$12 to over \$41.10 per hour). They were referred to Business Services (by the local Industrial Development Board) as a source for addressing their staffing solutions. This partnership has created a viable, employment source with exceptional career opportunities for MACC customers. To date, we have placed 38 applicants.

### **RIVIANA FOODS**

After purchasing a local rice-product, manufacturing plant, Riviana Foods embarked on an aggressive expansion plan for its Memphis facility. The company will relocate existing facilities in Louisiana and Texas. Also, it is possible that the company will eventually move its home office operations from Houston to Memphis. The proposed expansion will be in two stages (to be completed by September 2008). Riviana has asked MACC to provide staffing throughout this expansion. During Phase I, MACC placed forty-nine (49) permanent employees as Production Techs. During the previous Fiscal Year (July 1, 2006 to June 30, 2007), Business Services began its Phase II staffing process which was projected to add 133 employees by September 2008. To date, we have placed 24 applicants.

### **CUMMINS ENGINE COMPANY**

Cummins called on Business Services for help with recruiting for ASI Certified Engine Assemblers. Previous recruiting efforts with other local employment services had not produced qualified, job-ready candidates. An "In-service" conference was held with Cummins. After reviewing local Labor Market Data, Business Service staff concluded that Cummins' starting salary was not competitive for ASI Certified Engine Assemblers. After further discussions, we mutually agreed to drop the ASI requirement and then implement mathematical, mechanical-aptitude, and engine-assembly tests for non-ASI Certified candidates. To date, we have placed 46 applicants.

## *TRAINING REFERRALS*

Business Services continues to provide a "Pre-employment Job-Readiness Orientation" for prospective, job seekers. We are aware that candidates often lack "marketable skills" and that they are often limited to low-wage jobs offering little opportunity for gainful employment. As a result, we have incorporated Individual Training Accounts (ITAs) into the orientation process. We hope that the ITA will be a solution for obtaining a portable, marketable skill in "high demand occupations." Participants are also given a MACC Monthly Activities Calendar and are directed to the New Customer Orientation for qualifying instructions.

Soon, Business Services will develop a monitoring device allowing us to more accurately record the number of pre-employment customers taking advantage of the ITA program. With limited research, Business Services has identified five pre-employment customers that have been presented for "Staffing" and/or "Approval" for an ITA.

*Cost of Program Activities*

**Table N - Cost of Program Activities**

Program Activity		Total Federal Spending
<b>Local Adults</b>		\$19,158,124
<b>Local Dislocated Workers</b>		\$15,995,428
<b>Local Youth</b>		\$17,251,479
<b>Rapid Response</b> (up to 25%) 134 (a) (2) (A)		\$3,868,173
<b>Statewide Required Activities</b> (up to 15%) 134 (a) (2) (B)		\$3,079,110
<b>Statewide Allowable Activities</b> 134 (a) (3)	<b>Education - Jobs for TN Graduates</b>	\$439,775
	LWIA 1	\$51,045
	LWIA 2	\$138,143
	LWIA 3	\$0
	LWIA 4	\$111,905
	LWIA 5	\$217,590
	LWIA 6	\$99,566
	LWIA 7	\$563,929
	LWIA 8	\$217,644
	LWIA 9	\$452,939
	LWIA 10	\$1,160,355
	LWIA 11	\$101,779
	LWIA 12	\$622,358
	LWIA 13	\$70
	Adult Education	\$86,634
<b>Total of All Federal Spending Listed Above</b>		\$63,616,047

## Evaluations and Performance

In program year 2007, the Division of Workforce Development continued its emphasis upon cyclical data management. The division improved performance reporting processes, enhanced its use and understanding of Workforce Investment Act data, negotiated realistic performance levels. It also implemented effective common measures, and ensured compliance with the upcoming WISPR (Workforce Investment Streamlined Performance Reporting) performance reporting system. To these ends, the division has put together a Web-based reporting system, with supporting wiki development Web sites, which together form the DolceVita Reporting System.



### DolceVita

The division's cyclical data management concept, in coordination with AITC (Advanced Information Technology Center, University of Memphis), has led to designed and implemented, collaborative workspaces. These workspaces are dedicated to WIA federal and local performance reporting and to cross program problem solving and technical discussion.

An open source software product, called DolceVita (Department of Labor Consolidated Environment for Verification, Integration, Testing, and Analysis), is used to put swift performance measurement tools effectively into the hands of workforce professionals for management and participant outcome purposes. The division has processed over 5,000 lines of Oracle PL/SQL extract code, with 43 iterations of the scripts, and is presently calculating common measures metrics for the upcoming WISPR system. In effect, DolceVita calculates and presents on-line, high-quality performance reports with specific outcomes for each performance measure. It also has drill-down features which permit near-instant access to participant data fields; it also has performance group worksheets (detailed for each funding group) and export functions that provide instant archiving of reports and supporting participant data. We have deployed DolceVita in the local workforce areas by development and execution of source code, table design, data models, Web-page templates DolceVita mapping files.



DolceVita is the heart of our performance evaluation and performance reporting processes and procedures. It consists of multiple elements: management of extracts for federal reporting, process evaluation, review and improvement, secure data infrastructure, custom management reports. Another element is the delivery of user-friendly applications to share data and information with local areas and board members in a timely manner. It is the long-term framework for compliance with federal

Compliance	Federal	Statewide
<b>Total Participants</b>		
Total Adult Participants (ADWREG)	17,336	26,611
Total Adult Self Service Only Participants	2,022	6,360
WIA Adult Participants	11,167	20,260
WIA SW Participants	4,492	6,497
REG Participants	19	31
Recreated Training Services (ADRS)	7,266	12,269
Recreated Training Services (Adult)	3,884	6,268

Name	SSN	Birth Date	Work Date	Office	Work Status
Alan	558847265	19800612	20070208	20070718	LOCAL 07
Thomas	412181271	19800211	20070207	20070623	LOCAL 04
Smith	528887294	19800211	20070207	20070623	LOCAL 08
John	41117470	19800602	20070202	20070623	LOCAL 07
Corey	41202148	19800207	20070202	20070623	LOCAL 02



reporting requirements for WIA, WP, VETS, TAA, and NEG; and, the division implemented DolceVita during program year 2007. What this means is that the division is continually conducting project-level evaluations, focusing on the context, outcomes, and logic involved in on-going federal and local performance reporting using DolceVita. The division has identified stakeholders, developed budgets, determined data collection methods, collected the data, and analyzed and interpreted the data; all of which are hallmarks of effective evaluation methods. The division now experiences continual improvement to the quality of WIA extract data (even when vetted against DRVS) so that error rates have dropped from 20% to 1% (through script improvements and clean-up of data in eCMATS).

### Wiki Collaboration

The division's wiki site has been in production use for nearly two years and has proven to be an invaluable evaluation tool for coordinating and documenting the processes and requirements for WIA and WP reporting. These collaborative Web sites provide documentation for the numerous iterations of data extracts that have been run leading up to each quarter's final extracts.



These sites provide user-editable, Web pages where authorized users can edit and update documentation of issues, plans, and data specifications. The sites also provide a "ticket" system for requesting, prioritizing and tracking; they also help to coordinate changes between staff in policy, MIS, and AITC. These sites, including DolceVita, are secure, Web-based applications, hosted by the University of

Memphis. They are also password protected and have role-based security. They provide full, statewide metrics and participant data; they also provide performance reports just for the unique local workforce area.

### Consolidated Data Capture

eCMATS plays a central role in this strategy, but it is not the only or most important role. eCMATS is an excellent data system used to support the reporting processes for WIASRD and the upcoming W1SPR/WISRD system; it is the consolidated, Web-based, customer-tracking system called eCMATS (Enhanced Consolidated Management Activity Tracking System). eCMATS is a Web-based, electronic, record-collection instrument which operates by using Oracle9i machine languages. The shell interfaces with internet navigators such as Internet Explorer or Netscape, and the shell also requires the continuing support of technicians, programmers, and database administrators. End-users provide transactions which are extracted daily, weekly, monthly, quarterly, and annually to deliver performance outcome reports. A major element of these transactions is the interaction between our ESCOT system and eCMATS; this interaction transfers source earnings data to eCMATS. This method is based on quarterly updates to employee earnings, as entered by employers and staff, to ensure the accurate delivery of earnings data. Earnings data then is extracted by DolceVita and used to automatically report earnings. The strength of this system is its ability to integrate seemingly



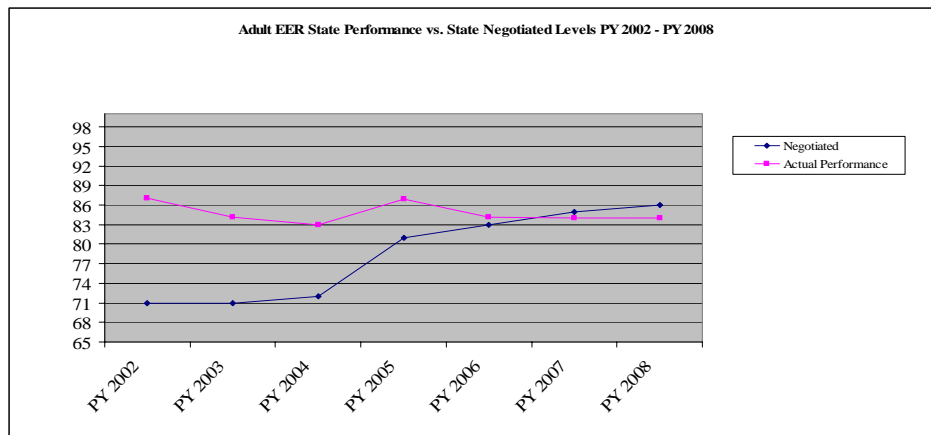
different program designs, such as WIA, ES, TAA, NEG, with Adult Education programs. Administrators and end-users, among all these programs, are utilizing eCMATS to enter and to capture jobseeker and employer data. The purpose for this capture is to track and report program costs, priorities, solutions, and, most of all, timely and accurate performance outcomes. In these ways eCMATS is an important contributor to our seamless performance management approach to the delivery of ETA-funded programs.

Our understanding has been to be prepared for changes rather than to wait for changes that may introduce themselves at any moment. Our participation in this project has positioned the Tennessee Department of Labor and Workforce Development at the forefront of implementing the WISPR reporting system.

In last year's annual report, Tennessee noted a full process evaluation of its WIA data collection and data extraction process and procedures. In collaboration with the University of Memphis's Advanced Information Technology Center (AITC), information technology/security experts, policy staff, and MIS personnel continue to transform Tennessee's cutting-edge reporting system.

### High Expectations for Performance Outcomes

Our performance outcomes for PY 2007 show the effects of increasing negotiated-performance levels which have been sharply higher since PY 2005 and the inception of the Common Measures. Seeing the outcomes (shown in Tables A through O), the division's personnel notice fewer outcomes exceeding 100% of the negotiated goals; and, these results, as far as the division



is concerned, have much to do with the very high expectations which are evident in ever-increasing performance levels. One good example is the Entered Employment Rate negotiated performance levels, shown in this chart.

Moving sharply upward, this chart illustrates the high expectations which the division is encountering, and the attendant changes to service strategies that necessarily have taken place on the local level. As a result, it is evident that the division's overall performance outcomes are greatly affected by these increases.

## *Additional Information Requested by USDOL on September 25, 2008*

- A. A discussion of how the state is using the waiver process to improve performance, including waivers approved, how the waiver has changed the activities of the state and local areas, and how activities carried out under the waivers have directly or indirectly affected state and local area performance.

Tennessee has six (6) active waivers: 1) Prohibitions on Youth ITAs, 2) Use of Rapid Response funds, 3) Competitive Selection for three (3) of the ten (10) youth elements, 4) Transferring Funds, 5) Use of Common Measures, and 6) Deobligation and Reallocation of WIA Funds. The following is an explanation of benefits to the state, local areas and participants.

### *Prohibitions on Youth ITAs for Out-of-School and Older Youth*

This waiver requests the use of Individual Training Accounts to access occupational skills training as needed for WIA youth, especially out-of-school youth and/or older youth. This provides the local areas with a flexibility needed to design and to deliver programs based on the needs of their customers (rather than on restrictions based on the customer's age). The waiver also provides: access to the required youth element of occupational skills training without a need to dual enroll a youth as an adult; allows training opportunities for youth in demand occupations; offers youth the opportunity for customer choice; and, is a more efficient use of resources.

### *The Use of up to 50% of Rapid Response Funds for Allowable Statewide Activities*

The ability, to transfer up to 50% of Rapid Response funds, allows the state to provide employees with higher technical assistance skills through training and increased potential for employment. This waiver promotes partnerships between businesses and the Workforce Development system by leveraging funds, by strengthening integration of services and programs, by promoting cost effectiveness of improved administrative efficiencies, by preventing impending layoffs, and by meeting the demands of a changing economy.

### *Competitive Selection for Three of the Ten Youth Elements*

The purpose is to provide uninterrupted services to current and new youth participants due to changes in sub-contractors serving youth. Also, the purpose is to enhance performance standards, to reduce administration, to use more money for training, to increase enrollments, and to make local boards and youth councils accountable by giving this option.

### *Transferring Funds --- Up to 50% between Adult and Dislocated Worker Programs*

The increase in transfer authority empowers local workforce investment boards to provide better services to customers by being able to put the funds where they are most needed. It gives local areas the flexibility to manage funding and to respond to changes in the labor market. The resulting programmatic impact is a flexibility to channel resources to the population with the greatest need at that time, thereby providing a more efficient usage of available funds.

### *Use of Common Measures*

This waiver allows Tennessee to continue its performance focus, to facilitate system integration across partner programs, and to enhance the state's flexibility to plan and to implement innovative and streamlined service delivery strategies (as well as strengthen the state's continuing work to provide strategic economic and labor market investments). The Common Measures provide a simplified and streamlined performance measurement system consistent with the new WISPR (Workforce Investment Streamlined Performance Reporting) system. Tennessee's Cyclical Performance Management System, as further explained in our recently approved WIA Strategic Five-Year Plan, is an excellent match with WISPR and the Common Measures. A waiver to report Common Measures exclusively provides cost effectiveness, better case management, and increased customer service.

### *Deobligation and Reallocation of WIA Funds*

This waiver, along with a state policy, provides procedures to notify and to recapture funds issued on or after July 1, 2008. Local areas must have at least a 70% expenditure rate at the end of the first year of the contract period; and local areas must have a 100% expenditure rate at the end of the second year of the contract period. The state policy provides for a timely identification of idle funds so that they may be redistributed to areas of greater need.

- B. A discussion of the activities funded by the state's discretionary ("15 percent") funds. Table N of ETA 9091, requires states to provide the cost of state-wide activities, including mandatory and allowable state-wide activities. In this section 3 of the narrative report, states may describe activities undertaken -- in whole or in part -- with their discretionary funds, and how those activities directly or indirectly affect performance.**

Tennessee has invested statewide funds over the last several years for numerous Incumbent Worker and On-the-Job training activities administered by local workforce investment areas. FastTrack, a program directed by Tennessee Department of Economic and Community Development, has provided an added benefit to the WIA Program by "matching" of statewide funds with other Tennessee departments, including the Tennessee Department of Workforce Development (TDLWD). This leveraging of funds provides on-the-job training opportunities to a larger number of people across the state; it, thus serves as a response to ever changing economic trends in the local areas. Such numbers of people otherwise may not have been served due to minimized funding by individual departments. The Incumbent Worker program also takes advantage of statewide funds by providing for growth and stability of small and large employers. In addition, the Governor's Jobs Cabinet assists in strengthening the economy and creating high-skilled jobs. The agencies, involved in the Governor's Jobs Cabinet, have built a partnership that attracts new businesses, retains existing businesses, creates new jobs, and upgrades current jobs.

- C. A discussion of the initiatives and activities outlined in the WIA and Wagner-Peyser Act State Strategic Plan to improve performance.**

In the early stages of creating Tennessee's career centers, the state developed a policy requiring each center to have an open-door policy to serve all customers regardless of residency.

In addition, the promotion of sequential services for customers was designed to ensure that partners would work together in providing consistent services to all customers needing WIA services. State requirements, issued for the development of sequential services to customers, provide for a consistency of service throughout the state. The Wagner Peyser Act specifically provides for universal access in the delivery of the Job Service program. This provision is incorporated into the policies and procedures of TDLWD and it is covered in Section 1071 of the Job Service Program Manual. A bi-annual review of programs administered by TDLWD staff is conducted to ensure consistency of service delivery statewide.

Wagner Peyser and WIA Title I activities provide integrated services. These services are strategically located at service points in, at a minimum, a single comprehensive, One-Stop Career Center in each local area. Negotiated rents and leases are based on local need resource-sharing agreements and on memoranda of understanding (established by local boards and partners) documenting specific provisions of the services. These agreements define the roles and responsibilities of the partners, identify joint planning for the provision of services to common customers, and develop projects serving identified community needs; they also ensure coordination of employer-job identification efforts. Since front-line staff at the career centers are Wagner-Peyser staff, these agreements help to ensure the integration of Wagner Peyser Act services into Local Workforce Title B-I services. In addition, Tennessee is now addressing issues related to system integration, collaborative marketing and accountability of both Wagner Peyser and Title I –B services.

A further look at the blending of WIA programs and services shows specific examples of how we are working together toward the common goals and objectives (absent separated and duplicated programs). An example is the issuance of an Employment and Workforce Development policy requiring 100% co-enrollment of trade-affected, dislocated workers. This policy brings state, regional, and local-level staff and customers into a symbiotic relationship, which smoothly incorporates information technology tools, the cross-program referral process, and the cross-program training process. Further, it should be noted that during March 2006, Tennessee's Employment and Workforce Development unit cooperated in a special way with Job Service, VETS, TAA/TRA, NEG, and Adult Education units. This cooperation brought together hundreds of front-line staff, case managers, technology supervisors and directors, and local-level executive directors for comprehensive, cross-program trainings for the implementation of the Common Performance measure initiative. Also, the state has blended its federal reporting procedures to the extent that it is poised to deliver a single report, across multiple program and service lines, with the assistance of high-level technical contract staff for the analysis of highly complex extract file procedures. Job Service, Wagner-Peyser, Employment and Workforce Development, and Information Technology staff have, as a result of the EMILE/WISPR Feasibility Study, come together with a centralized plan to work together in producing the first WISPR report.

### ***Build a Demand-Driven System within a Regional Economic Development Context***

The Governor's Three-Star Program, administered by the Department of Economic and Community Development, is designed as a road map to assist local communities in their effort to achieve excellence in community and economic development.

Participating communities are guided through a comprehensive plan of essential criteria developed by local economic development professionals and a cooperative collaboration of various state agencies. These combined efforts have made the Three-Star Program an important component of our state's economic strategy. This program is designed to help communities take full advantage of regional economic development opportunities. The goals are to preserve existing employment, to create new employment opportunities, to increase Tennessee family income, to improve quality of life and to create a strong leadership base. To build and to align a demand-driven system within a regional economic development Tennessee has taken action. The state has adopted economic and workforce development strategies and is facilitating the adoption of common and innovative policies across the workforce, education, and economic development systems and structures. These policies support talent development in a regional economy.

Tennessee is currently piloting a Career Readiness Certificate (CRC.) based on ACT WorkKeys. CRC's goal is to offer job seekers an additional credential providing employers with a general assessment of the job seeker's skill levels; CRC also helps to measure the local, available talent pool; and, from an economic development standpoint, it allows thus allows prospective businesses learn about the available workforce (when those business consider locating in Tennessee).

Throughout the participating career centers, job seekers are offered WorkKeys Assessments that generate a bronze (level 3), silver (level 4) or gold (level 5) certificate based on their scores in Reading, Applied Math and Locating Information. The scores on these tests should reflect skill-level assessments for approximately 80% of available jobs. If a job seeker is unable to obtain employment based on his/her test current assessment score, he/she may participate in a remediation program (an intensive service to increase one's skill levels). In 2008, the state expanded the certificate program to the Tennessee Technology Centers throughout Tennessee and to all local workforce investment areas.

Governor Bredesen has also established the Jobs Cabinet to coordinate and to align economic development, workforce development and education programs and services. This result of this coordination and alignment is the maximizing and leveraging, as well as improved ways of delivering and implementing, economic and workforce development resources. The Governor's FastTrack Initiative, under the direction of the Department of Economic and Community Development, creates a partnership of eight state departments, members from education, Chambers of Commerce, industry, and local government. This partnership provides the best leverage to support new, potential employers interested in locating in Tennessee; the partnership also supports existing employers planning expansions that will generate job growth. The Department of Labor and Workforce Development has provided \$2,200,000 in connection with this partnership.

***Implement system reform, with streamlined governance and alignment of economic and workforce development regions***

As one of the continuous system improvement processes, the TDLWD began implementation of a strategic plan that would continue to streamline the various programs and improve the quality of services throughout the workforce investment system.

With the establishment of the Governor's Job Cabinet and Governor's Fast Track initiatives, Tennessee brought together key players to enhance the opportunity to align spending with a regional economic vision. The Vision, Mission and Guiding Principles of the Tennessee Workforce Development Board will lead to a successful workforce investment system and the creation of new jobs, bringing in new businesses and new industries into communities.

For 2007-2008 the state continues to implement a new strategic planning process for all local workforce investment areas (LWIAs). All LWIAs were required to analyze their strengths, weaknesses, opportunities, and threats. The process of setting strategic goals and ensuring compliance is a Customer Focused Performance Based System.

- Integrated, Seamless, Cost Effective, Competitive, and Responsible
- Utilization of Career Centers
- Demand Driven

The Board's mission, vision, and guiding principles not only support the Governor's vision of economic development and they also address the national strategic priorities of the workforce investment system.

The Tennessee Center for Performance Excellence self-evaluation and quality-assurance system was implemented to improve systems and integration of one stop career centers. This nationally recognized assessment and continuous improvement strategy enhances agency commitment to overarching system goals and commitment. It will also ensure the achievement of both mandated and voluntary customer-outcome measures and success; it will also renew the focus on efficient and effective responses to employer needs -- thus, resulting in a fully demand-driven system. Staff development, across agencies, has promoted a better relationship between partner-entity staff and has enhanced levels of professionalism across program parameters. The workforce system is customer-focused, integrated and aligned on meeting the Governor's economic development goals. Tennessee's Career Center System serves as the storefront through which workforce investment services are delivered to businesses and individuals across Tennessee's thirteen LWIAs. The workforce system is demand driven and committed to continuously improving service delivery and performance. With all partners collaborating on program development and the coordination of service delivery, the workforce system will serve as a competitive advantage enabling the state to attract and to retain high-growth, high-demand industries and jobs; it will also help the state to educate and to train the workforce and to operate more effectively and efficiently, thus delivering better service to Tennesseans.

### ***Enhanced Integrated Service Delivery System that Focuses on Services Rather than Programs***

The mission of the Tennessee Workforce Development Board is to provide effective leadership and guidance to the state's workforce development system. The Board's vision is to increase the competitive position of Tennessee's businesses and to attract new business through development of a highly-skilled workforce. To achieve this vision the Board has established five guiding principles for the workforce development system.

1. Workforce Development = Economic Opportunity
2. Customer Focused Performance Based System
3. Integrated Seamless, Cost Effective ,Competitive and Responsible
4. Utilization of Career Centers
5. Demand Driven

The Board's mission and guiding principles both support the Governor's vision of Economic development and address the national priorities of the workforce investment system. With all partners collaborating on program development and coordinating service delivery, the workforce system will serve as a competitive advantage enabling the state to attract and to retain industries and jobs. For TDLWD staff in the career centers, management is charged with the responsibility of ensuring quality service delivery. Management fulfills this responsibility by observing staff in their dealings with customers and by reviewing work activities as recorded in the eCMATS system.

TDLWD staff have access to numerous training opportunities offered by the Department of Personnel. State and local staff are trained as career development facilitators (CDF). This training will enable them to perform some specific kinds of tasks helping individuals learn about themselves, learn about jobs, make career choices and plans, and then carry out those plans. To become CDF certified, staff must master the competencies described below:

- Helping skills – Be proficient in the basic career facilitating process while maintaining productive interpersonal relationships.
- Diverse Populations – Recognize special needs of various groups and adapt services to meet their needs.
- Ethical and Legal Issues – Follow CDF code of ethics and know current legislative regulations.
- Consultation – Accept suggestions for performance improvement from consultants or supervisors.
- Career Development Models – Understand career development theories, models, and techniques as they apply to lifelong development, gender, age, and ethnic background.
- Assessment – Comprehend and use (under supervision) both formal and informal career development assessments with emphasis on relating appropriate career development assessments to the population served.
- Labor Market Information and Resources – Understand labor market and occupational information and trends. Be able to use current resources.
- Technology – Comprehend and use career development computer applications.
- Employability Skills – Know job search strategies and placement techniques, especially in work with specific groups.
- Training Clients and Peers – Prepare and develop materials for training programs.

### *Advance a Vision for Serving Youth Most in Need*

Tennessee has several groups focusing energy around children and youth issues. TDLWD serves as a valuable employment and training resource to many of these groups. The groups include: local education agencies, community and faith-based organizations, and Children's Services which include foster care and the juvenile detention programs and facilities.



In order to remain effective and an asset in the workforce community, each plays an integral part of providing for the needs of eligible youth. TDLWD has a history of sponsoring and developing a variety of programs to enhance the workforce community which includes older youth. In the past year, TDLWD developed a teen-work issues Web site including links to WIA local area staff and local contracted youth providers. The site can be viewed at: <http://www.state.tn.us/laborwfd/youth/>. The state legislature allocates dollars to the Tennessee Commission on Children and Youth which advocates for improvements in the quality of life for children and families; the commission also compiles and disseminates information about Tennessee's children. TDLWD shares information with this group, participates in meetings, and serves as a resource.

During March 2003, Governor Bredesen signed an executive order identifying The Governor's Children's Cabinet. More recently, the Tennessee Department of Children's Services has formed a new division within Children's Services. This new division targets specific issues related to the offender population. As part of a continued effort, through the Children's Cabinet, a new group was established called the Tennessee Transition Youth Task Force. TDLWD is part of this group which includes all the Federal Strategic youth vision partners and as well as many state stake holders (dealing with students with disabilities). The group meets bi-monthly and has grown to include staff from multiple state agencies and the Governor's Office of Child Care Coordination. Over the course of the past two years, many entities have been identified and included. The Jim Casey Foundation through Vanderbilt University has developed a list serve to assist in the dissemination of information around at-risk populations. Also, TDLWD is working to identify service delivery gaps and barriers to effectively meeting the demands of the disability population. While the focus is primarily on transition, foster care and juvenile offender populations are well represented and similar issues are being addressed for these at-risk groups. A report is generated by the enhanced Case Management and Activity Tracking System (e-CMATs) representing the timeline from July 1, 2005, through September 30, 2006. This report shows that of the 7,465 eligible youth participants served, 1069 were considered to be youth with disabilities. While it is difficult to determine if this is an acceptable number, considering the youth TDLWD serves, Tennessee is proud of this accomplishment.

Since the implementation of WIA, Tennessee has initiated a variety of strategies to engage both mandated federal and state partners to streamline efforts and to eliminate duplication. While many of these strategies have worked, TDLWD has learned numerous lessons that have added value to the state's success and to the belief that each youth wanting help can find it. The Governor has continued his aggressive approach to assisting Tennessee's children and youth. In his most recent State of the State address, the Governor asked for an additional \$120M for at-risk students in the K-12 arena. (Unfortunately, his request was not funded due to an economic downturn). The concept of talent development remains threatened if potential participants have to focus on social service needs as opposed to training and employment opportunities as is most often the case. As this potential bill makes its way through the process, TDLWD will align its resources to compliment any state dollars maximizing opportunities. Our current allocation is less than 17% of this request and would go a long way in prioritizing our service delivery strategies.

### *Expand the Workforce Information System as the Foundation for Strategic Planning and Career Guidance*

The state's array of policies and systems begins with a data and performance management strategy of continuing to improve customer and employer service.

This strategy is first of all focused on understanding how best to deliver services; and, the strategy begins with proactive management policies. The continuing development and implementation of the enhanced Consolidated Management Activity and Tracking System (eCMATS -- for all WIA programs, career centers and affiliate sites), helps to deliver uniform and comprehensive services. When combined with our forward-looking policies, as well as amendments to other crucial policies, eCMATS provides end-users, managers, and administrators with streamlined tools. Such tools enhance already existing data collection, reporting, information management, integrated service delivery, and performance management. Tennessee developed the Web-based, multi-program, Oracle 9i, system that allows the user to view and to report on multiple program activities and statuses for each participant and unit cost associated to those activities. This system provides a central repository of program information and it helps to eliminate the redundancy of information and duplicating services. It also provides the following functions: intake, eligibility, assessment, service delivery, case management, reporting, and cost management. eCMATS is used to produce reports for WIASRD, quarterly, annual, and data validation reports for WIA, report 9002, and VETS 200 for Employment Service. In addition, ad hoc reports for managerial purposes can be generated through the new system. State policies, that support basic sequences of services, have enforced the integration of several services previously administered by different state agencies. An example of this integration of services, as well as the reduction of redundancy, is found in our implementation of the TAA module in eCMATS (Memorandum EWD 00-12 Change 1). This module blends both WIA and TAA services into a virtually seamless referral, enrollment, training, and a case-management and tracking environment. The policy that guides the module has TAA staff interacting with WIA staff, at all levels, to ensure that trade-affected, dislocated workers receive the same services as any other dislocated worker in the system (absent the duplication of services). The state's continuing challenge is the further implementation of common measures that continue to ensure accountability of all agencies providing service in the career centers. The state has in place a cyclical, data-management and information-management system which is used to develop procedures and benchmarks. The benchmarks allow for a smooth transition of services -- agency to agency, manager to customer, one-stop to employer, and for agencies not exposed to the common measures. The benchmarks eventually change attitudes so that career centers can function as one body achieving the same goal.

The strategy also asserts that effective WIA services are not solely technical matters. Tennessee has developed front-line, management strategies that drive the technology, not the other way around. The result is that there are fewer black boxes and fewer opportunities for duplication of services. An example is the statewide implementation of Discoverer. TDLWD understood long ago that effective service delivery requires human intervention, both pre-program and post-program. As stated earlier, e-CMATS also delivers the centralized database which interfaces with the implemented, stand-alone report application entitled "OracleAS Discoverer." Discoverer soon became available in each LWIA statewide to assist in the remote capture and creation of ad hoc reports. End-users are able to build ad hoc queries and display the results in a tabular layout or a cross-tabular layout. Discoverer also provides the ability to create customized reports and the application of user-specific, formatting options, and the ability of defining sorts, conditions, and parameters. As TDLWD soon discovered, Discoverer enhanced the work to further integrate WIA, Wagner-Peyser, TAA, NEG, and Adult Education programs.

### *Strengthen Partnership with Community and Faith-Based Organizations*

Reaching, those most in need, is a fundamental element of the demand-driven system's goal. That goal is to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk.

Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Some of the activities undertaken are meant to: 1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system; and, 2) expand the access of faith-based and community based organizations' clients and customers to the services offered by the One-Stops in the state. Action steps are designed to strengthen state collaboration efforts with local workforce investment areas. This collaboration alls the conducting of outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. (Such resources can be strategically and effectively leveraged in the state's workforce investment areas to help meet the objectives of the Workforce Investment Act.)

With the creation of the Office of The Faith-Based and Community Organizations Initiative, a paradigm shift occurred in federal government. Previously existing barriers to federal funding were eliminated and the playing field was leveled to foster partnerships for non-traditional stakeholders. As a result, assistance of individuals, families, and communities, battling social distress, can transform with the opportunity to participate fully in social assistance programs. TDLWD has progressively implemented a workforce system of services that collaborate with faith-based and community organizations to target these most in need populations. In PY 2005, TDLWD engaged in a Memorandum of Understanding with the Division of Employment and Training, U.S. Department of Labor, and Center for Faith-Based and Community Initiatives to implement SHARE Network Tennessee. The project consists of two components. The first component is the free online-resource directory that provides Tennesseans with statewide social service information on government agencies, faith-based institutions, and community-based organizations. The second component is the development of Career Center Access Points in pre-selected community-and faith-based locations throughout the state. The goal of this initiative is to provide Tennesseans with accessible link to the career center system as well as to other social services necessary to improve employment outcomes. The SHARE Network online-resource directory consists of a database of government and community organizations providing social service assistance to individuals in need. One of the distinct features of the Web site is a referral system available to organizations that are current members of the online directory. During the implementation of the SHARE Network resource directory, TDLWD recognized the existence of another statewide web-based social service directory – Tenn Help.

## Appendix A

### PY 2007 Competitive Environment by LWIA: Tables A Through O

The tables of performance outcomes can be accessed through the ETA website as follows:

<http://www.doleta.gov/performance/results/Reports.cfm?#wastann>

### Webliography

#### Administrative Entity & Comprehensive Career Center Web Site

##### LWIA 1

<http://www.ab-t.org/ab-t.htm>

[http://www.tennessee.gov/labor-wfd/cc/cccounty\\_files/washington.htm](http://www.tennessee.gov/labor-wfd/cc/cccounty_files/washington.htm)

##### LWIA 2

<http://www.ws.edu/>

[http://www.tennessee.gov/labor-wfd/cc/cccounty\\_files/hamblen.htm](http://www.tennessee.gov/labor-wfd/cc/cccounty_files/hamblen.htm)

##### LWIA 3

<http://www.wforce@knoxcac.org> <http://www.knxcareers.org/>

##### LWIA 4

<http://www.ethra.org/>

[http://www.tennessee.gov/labor-wfd/cc/cccounty\\_files/cumberland.htm](http://www.tennessee.gov/labor-wfd/cc/cccounty_files/cumberland.htm)

##### LWIA 5

<http://www.sedev.org/setdd/> <http://www.secareercenter.org/>

LWIA 6 [http://www.tennessee.gov/labor-wfd/cc/cccounty\\_files/coffee.htm](http://www.tennessee.gov/labor-wfd/cc/cccounty_files/coffee.htm)

##### LWIA 7

<http://www.uchra.com/>

<http://www.uccareercenter.com/>

##### LWIA 8

<http://www.workforceessentials.com/>

<http://www.workforceessentials.com/careercenter.html>

LWIA 9

<http://www.nashville.gov/flashpgs/flashhome.htm> <http://www.careeradvancement.org/>

LWIA 10

<http://www.sctworkforce.org> <http://www.sctcareercenter.com/>

LWIA 11

<http://www.unitedway.tn.org/community/sowhumre.htm> <http://www.wtncc.tn.org/>

LWIA 12

[http://www.tennessee.gov/labor-wfd/cc/cccounty\\_files/dyer.htm](http://www.tennessee.gov/labor-wfd/cc/cccounty_files/dyer.htm)

LWIA 13

<http://www.cityofmemphis.org/>  
<http://www.memphiscareercenter.com/>

## State Web Sites

<http://www.tennessee.gov/labor-wfd/et.html> This is the homepage of the Division of Workforce Development, Department of Labor and Workforce Development

<http://www.tennessee.gov/labor-wfd/wiaplan.html> View the State's 5-Year Strategic Plan for WIA

[http://www.state.tn.us/labor-wfd/et\\_incumbent\\_faq.html](http://www.state.tn.us/labor-wfd/et_incumbent_faq.html) View Frequently Asked Questions about the Incumbent Worker Program

<http://www.state.tn.us/labor-wfd/graphics/TNmplwia.gif> View the LWIA map

<http://www.tennessee.gov/labor-wfd/Polsummary.pdf> View Policy and Policy Summaries from Workforce Development

<http://www.tennessee.gov/labor-wfd/performance2003-04.pdf> Workforce Development Performance Measures, 2005-2006

<http://www.ja.state.tn.us/thec/cbjt/PrSrchEng.jsp> View the List of Eligible Training Providers

<http://198.187.128.12/tennessee/lpext.dll?f=templates&fn=fs-main.htm&2.0> Tennessee Code Annotated

## Federal Web Sites

<http://www.doleta.gov/> Employment and Training Administration, US Department of Labor

<http://www.doleta.gov/usworkforce/wia/act.cfm> View Public Law 105-220, WIA 1998

<http://www.whitehouse.gov/omb/egov> View Plans for e-Government Initiative

<http://www.doleta.gov/directives/> ETA Training and Employment Guidance Letters/Advisories

<http://www.access.gpo.gov/nara/cfr/index.html> Search the Code of Federal Regulations

<http://www.whitehouse.gov/omb/query.html> OMB, Circular A- 122

<http://www.whitehouse.gov/omb/query.html> OMB, Circular A- 133 <http://www.hhs.gov/ocr/lep> LEP

Guidance, ETA

<http://www.gpoaccess.gov/uscode> Search the United States Code

[http://wdr.doleta.gov/opr/fulltext/FINALrep\\_02.pdf](http://wdr.doleta.gov/opr/fulltext/FINALrep_02.pdf) View the Urban Institute's preliminary report on employment and training activities at faith-based institutions

<http://www.eeoc.gov/policy/ada.html> View Americans with Disabilities Act of 1990

<http://www.access-board.gov/508.htm> 36 CFR Part 1194, Electronic and Information Technology Accessibility Standards

<http://www.access-board.gov/telecomm/index.htm> 36 CFR Part 1193, Telecommunications Act Accessibility Guidelines

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**WIA Annual Report (ETA Form 9091)**State Name:     TN    Date Submitted:     10/01/2008    **WIA Title IB****Annual Report Form (ETA 9091)****I. Narrative Section**

- A. A discussion of the cost of workforce investment activities relative to the effect of the activities on the performance of participants.
- B. A description of State evaluations of workforce investment activities, including:
1. The questions the evaluation will/did address;
  2. A description of the evaluation's methodology; and
  3. Information about the timing of feedback and deliverables.

**II. Table Section****Table A - Workforce Investment Act Customer Satisfaction Results**

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	81.0	83.8	5,607.0	15,401.0	7,776.0	72.1
Employers	80.0	79.4	2,749.0	6,190.0	3,394.0	81.0

**Table B - Adult Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	85.0	88.1	3,463 3,930
Employment Retention Rate	86.0	87.5	4,766 5,447
Average Earnings	12,600.0	13,136.8	59,443,931 4,525
Employment and Credential Rate	70.0	79.1	3,546 4,482

**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	85.2	115 135	88.5	177 200	83.0	93 112	85.6	143 167
Employment Retention Rate	90.0	117 130	85.2	202 237	90.1	100 111	84.7	200 236
Average Earnings Rate	9,768.7	1,074,555 110	12,567.2	2,412,894 192	11,783.1	1,072,263 91	13,443.8	2,540,887 189
Employment and Credential Rate	70.4	95 135	80.9	140 173	71.7	81 113	69.0	118 171

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

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	89.4	2,398 2,681	85.3	1,065 1,249
Employment Retention Rate	88.9	3,215 3,616	84.7	1,551 1,831
Average Earnings Rate	13,864.5	42,106,573 3,037	11,651.5	17,337,358 1,488

**Table E - Dislocated Worker Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	87.0	91.0	2,173 2,388
Employment Retention Rate	93.0	92.8	2,105 2,268
Average Earnings	14,100.0	13,271.9	25,707,698 1,937
Employment and Credential Rate	75.0	79.9	1,268 1,586

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

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	90.1	146 162	88.6	39 44	85.3	214 251	84.7	94 111
Employment Retention Rate	93.9	139 148	93.6	44 47	93.5	201 215	86.6	116 134
Average Earnings Rate	13,381.7	1,726,239 129	10,689.0	448,939 42	11,740.2	2,160,201 184	10,582.6	1,142,921 108
Employment and Credential Rate	83.6	97 116	90.0	27 30	76.3	119 156	75.5	40 53

**Table G - Other Outcome for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	92.3	$\frac{1,454}{1,575}$	88.4	$\frac{719}{813}$
Employment Retention Rate	93.2	$\frac{1,375}{1,475}$	92.1	$\frac{730}{793}$
Average Earnings Rate	13,347.5	$\frac{16,737,821}{1,254}$	13,133.1	$\frac{8,969,877}{683}$

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	0.0	69.1	$\frac{1,586}{2,295}$
Attainment of Degree or Certificate	0.0	65.1	$\frac{1,880}{2,890}$
Literacy and Numeracy Gains	0.0	15.9	$\frac{95}{599}$

**Table H.2 - Older Youth (19 - 21) Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	73.0	75.4	$\frac{350}{464}$
Employment Retention Rate	84.0	85.5	$\frac{378}{442}$
Average Earnings	3,700.0	4,192.3	$\frac{1,614,053}{385}$
Credential Rate	57.0	51.7	$\frac{349}{675}$

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

Reported Information	Public Assistance Recipients	Veterans	Individuals with Disabilities	Out-of-School Youth
EER Rate	77.8 $\frac{21}{27}$	50.0 $\frac{3}{6}$	70.5 $\frac{31}{44}$	77.0 $\frac{304}{395}$
ERR Rate	75.0 $\frac{30}{40}$	66.7 $\frac{2}{3}$	81.3 $\frac{26}{32}$	85.5 $\frac{306}{358}$
Average Earnings Rate	4,174.9 $\frac{150,296}{36}$	4,700.3 $\frac{14,101}{3}$	3,873.6 $\frac{100,713}{26}$	3,986.6 $\frac{1,235,838}{310}$
Credential Rate	44.1 $\frac{15}{34}$	16.7 $\frac{1}{6}$	55.9 $\frac{33}{59}$	50.4 $\frac{286}{568}$

**Table J - Younger Youth (14 - 18) Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	89.0	86.5	4,083 4,718
Youth Diploma or Equivalent Rate	71.0	82.0	1,399 1,707
Retention Rate	67.0	71.2	1,174 1,650

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

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	84.7	265 313	88.9	777 874	82.7	1,144 1,383
Youth Diploma or Equivalent	73.9	88 119	87.8	303 345	68.1	295 433
Retention Rate	67.5	108 160	69.5	269 387	68.9	308 447

**Table L - Other Reported Information**

Reported Information	12 Month Employment		12 Month Earning Increase (Adults and Older Youth) or 12 Months Earning Replacement (Dislocated Workers)		Placement in Non-traditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	86.2	4,549 5,280	5,958.9	29,651,371 4,976	0.4	15 3,463	5,749.0	18,753,115 3,262	58.1	1,393 2,398
Dislocated	88.0	1,982 2,253	111.5	25,785,338 23,127,206	0.5	10 2,173	6,098.9	12,423,432 2,037	57.3	833 1,454
Older Youths	79.4	375 472	4,514.9	1,842,062 408	0.0	0 350	2,731.2	890,370 326		

**Table M - Participation Levels**

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	26,738	12,094
Total Adult self-service only	5,997	3,205
WIA Adult	20,674	9,480
WIA Dislocated Worker	6,504	2,821
Total Youth (14-21)	7,802	3,307
Younger Youth (14-18)	5,642	2,442
Older Youth (19-21)	2,160	865
Out-of-School Youth	3,541	1,469
In-School Youth	4,261	1,838

**Table N - Cost of Program Activities**

Program Activity		Total Federal Spending
Local Adults		19158124.00
Local Dislocated Workers		15995428.00
Local Youth		17251479.00
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)		3868173.00
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)		3079110.00
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	
	Education - Jobs for Tennessee Graduates	439775.00
	LWIA 1	51045.00
	LWIA 2	138143.00
	LWIA 3	0.00
	LWIA 4	111905.00
	LWIA 5	217590.00
	LWIA 6	99566.00
	LWIA 7	563929.00
	LWIA 8	217644.00
	LWIA 9	452939.00
	LWIA 10, 11, 12, 13 and Adult Ed	1971196.00
Total of All Federal Spending Listed Above		63616047.00

Table O: Local Performance

<b>Local Area Name LWIA 1</b>	<b>Total Participants Served</b>	<b>Adults</b>	478
		<b>Dislocated Workers</b>	239
		<b>Older Youth (19 - 21)</b>	82
		<b>Younger Youth (14 - 18)</b>	378
<b>ETA Assigned Number</b>	<b>Total Exiters</b>	<b>Adults</b>	244
		<b>Dislocated Workers</b>	75
		<b>Older Youth (19 -21)</b>	36
		<b>Younger Youth (14 - 18)</b>	225
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	81	86.2
	<b>Employers</b>	80	75.9
<b>Entered Employment Rates</b>	<b>Adults</b>	84	89
	<b>Dislocated Workers</b>	87	97
	<b>Older Youth</b>	74	93
<b>Retention Rates</b>	<b>Adults</b>	86	94
	<b>Dislocated Workers</b>	93	98
	<b>Older Youth</b>	84	100
	<b>Younger Youth</b>	65	77
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	12,240	13,973
	<b>Dislocated Workers</b>	12,000	13,621
	<b>Older Youth</b>	3,100	8,166

<b>Credential/Diploma Rates</b>	<b>Adults</b>	76	89	
	<b>Dislocated Workers</b>	76	89	
	<b>Older Youth</b>	57	83	
	<b>Younger Youth</b>	68	82	
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	82	90	
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	82	
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	80	
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	59	
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
			2	15

Table O: Local Performance

<b>Local Area Name LWIA 2</b>	<b>Total Participants Served</b>	<b>Adults</b>	486
		<b>Dislocated Workers</b>	275
		<b>Older Youth (19 - 21)</b>	123
		<b>Younger Youth (14 - 18)</b>	514
<b>ETA Assigned Number 47010</b>	<b>Total Exiters</b>	<b>Adults</b>	365
		<b>Dislocated Workers</b>	100
		<b>Older Youth (19 -21)</b>	25
		<b>Younger Youth (14 - 18)</b>	155
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	81	84.6
	<b>Employers</b>	80	78.5
<b>Entered Employment Rates</b>	<b>Adults</b>	84	88
	<b>Dislocated Workers</b>	87	91
	<b>Older Youth</b>	73	93
<b>Retention Rates</b>	<b>Adults</b>	86	87
	<b>Dislocated Workers</b>	93	97
	<b>Older Youth</b>	84	85
	<b>Younger Youth</b>	65	93
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	12,420	12,513
	<b>Dislocated Workers</b>	12,320	11,598
	<b>Older Youth</b>	3,100	1,279



<b>Credential/Diploma Rates</b>	<b>Adults</b>	76	83
	<b>Dislocated Workers</b>	76	83
	<b>Older Youth</b>	57	71
	<b>Younger Youth</b>	68	88
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	89	88
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	93
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	81
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	53
<b>Overall Status of Local Performance</b>	<b>Not Met</b>		
		5	12

Table O: Local Performance

<b>Local Area Name</b> LWIA 3	<b>Total Participants Served</b>	<b>Adults</b>	542
		<b>Dislocated Workers</b>	317
		<b>Older Youth (19 - 21)</b>	84
		<b>Younger Youth (14 - 18)</b>	126
<b>ETA Assigned Number</b> 47075	<b>Total Exiters</b>	<b>Adults</b>	86
		<b>Dislocated Workers</b>	98
		<b>Older Youth (19 -21)</b>	20
		<b>Younger Youth (14 - 18)</b>	22
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	81	87.5
	<b>Employers</b>	80	75.6
<b>Entered Employment Rates</b>	<b>Adults</b>	84	96
	<b>Dislocated Workers</b>	87	97
	<b>Older Youth</b>	73	94
<b>Retention Rates</b>	<b>Adults</b>	86	87
	<b>Dislocated Workers</b>	93	94
	<b>Older Youth</b>	84	88
	<b>Younger Youth</b>	64	91
<b>Average Earnings (Adults/DWs)</b> <b>Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	10,914	12,183
	<b>Dislocated Workers</b>	13,099	12,404
	<b>Older Youth</b>	3,100	3,972

<b>Credential/Diploma Rates</b>	<b>Adults</b>	76	88
	<b>Dislocated Workers</b>	76	89
	<b>Older Youth</b>	57	95
	<b>Younger Youth</b>	67	67
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	89	91
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	92
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	95
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	
<b>Overall Status of Local Performance</b>	<b>Not Met</b>		
		4	13

Table O: Local Performance

<b>Local Area Name LWIA 4</b>	<b>Total Participants Served</b>	<b>Adults</b>	931
		<b>Dislocated Workers</b>	419
		<b>Older Youth (19 - 21)</b>	230
		<b>Younger Youth (14 - 18)</b>	479
<b>ETA Assigned Number 47085</b>	<b>Total Exiters</b>	<b>Adults</b>	568
		<b>Dislocated Workers</b>	225
		<b>Older Youth (19 -21)</b>	134
		<b>Younger Youth (14 - 18)</b>	253
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	81	88.9
	<b>Employers</b>	80	82
<b>Entered Employment Rates</b>	<b>Adults</b>	84	83
	<b>Dislocated Workers</b>	87	92
	<b>Older Youth</b>	73	75
<b>Retention Rates</b>	<b>Adults</b>	86	90
	<b>Dislocated Workers</b>	93	90
	<b>Older Youth</b>	84	85
	<b>Younger Youth</b>	65	72
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	11,000	10,603
	<b>Dislocated Workers</b>	13,000	10,948
	<b>Older Youth</b>	3,100	4,280

<b>Credential/Diploma Rates</b>	<b>Adults</b>	76	81
	<b>Dislocated Workers</b>	76	82
	<b>Older Youth</b>	57	65
	<b>Younger Youth</b>	68	72
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	89	97
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	74
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	65
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	16
<b>Overall Status of Local Performance</b>	<b>Not Met</b>		
		6	11

### Table O: Local Performance

<b>Local Area Name</b> LWIA 5	<b>Total Participants Served</b>	<b>Adults</b>	1,384
		<b>Dislocated Workers</b>	491
		<b>Older Youth (19 - 21)</b>	177
		<b>Younger Youth (14 - 18)</b>	300
<b>ETA Assigned Number</b> 47090	<b>Total Exiters</b>	<b>Adults</b>	718
		<b>Dislocated Workers</b>	288
		<b>Older Youth (19 -21)</b>	45
		<b>Younger Youth (14 - 18)</b>	105

<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	81	82.8
	<b>Employers</b>	80	79.7
<b>Entered Employment Rates</b>	<b>Adults</b>	83	82
	<b>Dislocated Workers</b>	87	81
	<b>Older Youth</b>	72	79
<b>Retention Rates</b>	<b>Adults</b>	86	88
	<b>Dislocated Workers</b>	93	88
	<b>Older Youth</b>	84	75
	<b>Younger Youth</b>	65	63
<b>Average Earnings (Adults/DWs)</b> <b>Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	10,000	11,846
	<b>Dislocated Workers</b>	13,500	12,649
	<b>Older Youth</b>	2,950	3,492
<b>Credential/Diploma Rates</b>	<b>Adults</b>	76	65
	<b>Dislocated Workers</b>	76	71
	<b>Older Youth</b>	55	36
	<b>Younger Youth</b>	65	55

<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	89	80
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	79
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	50
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	16
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	Not Met [ ]	Met 13	Exceeded 4

Table O: Local Performance

<b>Local Area Name LWIA 6</b>	<b>Total Participants Served</b>	<b>Adults</b>	686
		<b>Dislocated Workers</b>	340
		<b>Older Youth (19 - 21)</b>	80
		<b>Younger Youth (14 - 18)</b>	181
<b>ETA Assigned Number 47095</b>	<b>Total Exiters</b>	<b>Adults</b>	799
		<b>Dislocated Workers</b>	200
		<b>Older Youth (19 -21)</b>	30
		<b>Younger Youth (14 - 18)</b>	104
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	81	77.1
	<b>Employers</b>	80	86
<b>Entered Employment Rates</b>	<b>Adults</b>	85	87
	<b>Dislocated Workers</b>	87	85
	<b>Older Youth</b>	73	100
<b>Retention Rates</b>	<b>Adults</b>	86	83
	<b>Dislocated Workers</b>	93	85
	<b>Older Youth</b>	84	96
	<b>Younger Youth</b>	65	89
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	12,000	11,228
	<b>Dislocated Workers</b>	13,000	11,729
	<b>Older Youth</b>	3,100	3,496



<b>Credential/Diploma Rates</b>	<b>Adults</b>	78	91
	<b>Dislocated Workers</b>	77	82
	<b>Older Youth</b>	57	83
	<b>Younger Youth</b>	69	65
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	89	87
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	90
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	78
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	14
<b>Overall Status of Local Performance</b>	<b>Not Met</b>		
		9	8

Table O: Local Performance

<b>Local Area Name LWIA 7</b>	<b>Total Participants Served</b>	<b>Adults</b>	724
		<b>Dislocated Workers</b>	297
		<b>Older Youth (19 - 21)</b>	39
		<b>Younger Youth (14 - 18)</b>	327
<b>ETA Assigned Number 47100</b>	<b>Total Exiters</b>	<b>Adults</b>	351
		<b>Dislocated Workers</b>	115
		<b>Older Youth (19 -21)</b>	17
		<b>Younger Youth (14 - 18)</b>	93
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	81	82.5
	<b>Employers</b>	80	81.4
<b>Entered Employment Rates</b>	<b>Adults</b>	84	96.1
	<b>Dislocated Workers</b>	87	99
	<b>Older Youth</b>	73	100
<b>Retention Rates</b>	<b>Adults</b>	86	99
	<b>Dislocated Workers</b>	93	94
	<b>Older Youth</b>	73	100
	<b>Younger Youth</b>	65	98
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	12,450	11,872
	<b>Dislocated Workers</b>	14,000	12,862
	<b>Older Youth</b>	3,100	5,296

<b>Credential/Diploma Rates</b>	<b>Adults</b>	76	82
	<b>Dislocated Workers</b>	76	82
	<b>Older Youth</b>	57	75
	<b>Younger Youth</b>	68	100
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	89	100
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	88
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	84
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	20
<b>Overall Status of Local Performance</b>	<b>Not Met</b>		
		4	13

Table O: Local Performance

<b>Local Area Name LWIA 8</b>	<b>Total Participants Served</b>	<b>Adults</b>	1,233
		<b>Dislocated Workers</b>	492
		<b>Older Youth (19 - 21)</b>	346
		<b>Younger Youth (14 - 18)</b>	413
<b>ETA Assigned Number 47105</b>	<b>Total Exiters</b>	<b>Adults</b>	639
		<b>Dislocated Workers</b>	265
		<b>Older Youth (19 -21)</b>	139
		<b>Younger Youth (14 - 18)</b>	276
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	81	85
	<b>Employers</b>	80	80
<b>Entered Employment Rates</b>	<b>Adults</b>	84	92
	<b>Dislocated Workers</b>	87	94
	<b>Older Youth</b>	73	77
<b>Retention Rates</b>	<b>Adults</b>	86	87
	<b>Dislocated Workers</b>	93	92
	<b>Older Youth</b>	84	89
	<b>Younger Youth</b>	65	67
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	13,850	14,417
	<b>Dislocated Workers</b>	14,000	13,154
	<b>Older Youth</b>	3,100	3,487

<b>Credential/Diploma Rates</b>	<b>Adults</b>	76	81
	<b>Dislocated Workers</b>	76	77
	<b>Older Youth</b>	57	45
	<b>Younger Youth</b>	68	85
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	89	90
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	70
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	72
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	1
<b>Overall Status of Local Performance</b>	<b>Not Met</b>		
		5	12

Table O: Local Performance

<b>Local Area Name LWIA 9</b>	<b>Total Participants Served</b>	<b>Adults</b>	1,092
		<b>Dislocated Workers</b>	926
		<b>Older Youth (19 - 21)</b>	234
		<b>Younger Youth (14 - 18)</b>	521
<b>ETA Assigned Number 47110</b>	<b>Total Exiters</b>	<b>Adults</b>	742
		<b>Dislocated Workers</b>	448
		<b>Older Youth (19 -21)</b>	85
		<b>Younger Youth (14 - 18)</b>	190
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	81	82.5
	<b>Employers</b>	80	75.5
<b>Entered Employment Rates</b>	<b>Adults</b>	78	88
	<b>Dislocated Workers</b>	84	93
	<b>Older Youth</b>	70	90
<b>Retention Rates</b>	<b>Adults</b>	85	87
	<b>Dislocated Workers</b>	93	93
	<b>Older Youth</b>	84	91
	<b>Younger Youth</b>	64	95
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	12,240	12,913
	<b>Dislocated Workers</b>	14,000	14,878
	<b>Older Youth</b>	3,100	6,173

<b>Credential/Diploma Rates</b>	<b>Adults</b>	75	78
	<b>Dislocated Workers</b>	75	89
	<b>Older Youth</b>	56	65
	<b>Younger Youth</b>	67	85
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	88	81
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	94
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	77
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	21
<b>Overall Status of Local Performance</b>	<b>Not Met</b>		
		3	14

Table O: Local Performance

<b>Local Area Name LWIA 10</b>	<b>Total Participants Served</b>	<b>Adults</b>	753
		<b>Dislocated Workers</b>	537
		<b>Older Youth (19 - 21)</b>	41
		<b>Younger Youth (14 - 18)</b>	176
<b>ETA Assigned Number 47055</b>	<b>Total Exiters</b>	<b>Adults</b>	282
		<b>Dislocated Workers</b>	259
		<b>Older Youth (19 -21)</b>	14
		<b>Younger Youth (14 - 18)</b>	44
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	81	85.2
	<b>Employers</b>	80	82.7
<b>Entered Employment Rates</b>	<b>Adults</b>	84	92
	<b>Dislocated Workers</b>	87	96
	<b>Older Youth</b>		100
<b>Retention Rates</b>	<b>Adults</b>	86	89
	<b>Dislocated Workers</b>	93	97
	<b>Older Youth</b>	84	85
	<b>Younger Youth</b>	65	68
<b>Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	13,850	13,607
	<b>Dislocated Workers</b>	14,000	14,487
	<b>Older Youth</b>	3,100	5,357



<b>Credential/Diploma Rates</b>	<b>Adults</b>	76	86	
	<b>Dislocated Workers</b>	76	93	
	<b>Older Youth</b>	57	80	
	<b>Younger Youth</b>	68	86	
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	89	95	
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	88	
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	84	
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	1	
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
			3	14

Table O: Local Performance

<b>Local Area Name</b> LWIA 11	<b>Total Participants Served</b>	<b>Adults</b>	921
		<b>Dislocated Workers</b>	566
		<b>Older Youth (19 - 21)</b>	266
		<b>Younger Youth (14 - 18)</b>	873
<b>ETA Assigned Number</b> 47115	<b>Total Exiters</b>	<b>Adults</b>	399
		<b>Dislocated Workers</b>	195
		<b>Older Youth (19 -21)</b>	115
		<b>Younger Youth (14 - 18)</b>	357
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	81	84.1
	<b>Employers</b>	80	82.5
<b>Entered Employment Rates</b>	<b>Adults</b>	84	78
	<b>Dislocated Workers</b>	87	81
	<b>Older Youth</b>	73	60
<b>Retention Rates</b>	<b>Adults</b>	86	88
	<b>Dislocated Workers</b>	93	92
	<b>Older Youth</b>	84	84
	<b>Younger Youth</b>	65	59
<b>Average Earnings (Adults/DWs)</b> <b>Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	12,720	11,818
	<b>Dislocated Workers</b>	14,000	12,192
	<b>Older Youth</b>	3,100	2,292

<b>Credential/Diploma Rates</b>	<b>Adults</b>	76	55
	<b>Dislocated Workers</b>	76	58
	<b>Older Youth</b>	57	29
	<b>Younger Youth</b>	68	73
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	89	91
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	43
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	28
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	1
<b>Overall Status of Local Performance</b>	<b>Not Met</b>		
	3	11	3

Table O: Local Performance

<b>Local Area Name</b> LWIA 12	<b>Total Participants Served</b>	<b>Adults</b>	565
		<b>Dislocated Workers</b>	252
		<b>Older Youth (19 - 21)</b>	165
		<b>Younger Youth (14 - 18)</b>	155
<b>ETA Assigned Number</b> 47120	<b>Total Exiters</b>	<b>Adults</b>	293
		<b>Dislocated Workers</b>	147
		<b>Older Youth (19 -21)</b>	62
		<b>Younger Youth (14 - 18)</b>	73
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	81	82
	<b>Employers</b>	80	80
<b>Entered Employment Rates</b>	<b>Adults</b>	84	90
	<b>Dislocated Workers</b>	87	93
	<b>Older Youth</b>	73	76
<b>Retention Rates</b>	<b>Adults</b>	86	93
	<b>Dislocated Workers</b>	93	94
	<b>Older Youth</b>	84	100
	<b>Younger Youth</b>	65	68
<b>Average Earnings (Adults/DWs)</b> <b>Six Months Earnings Increase (Older Youth)</b>	<b>Adults</b>	13,400	13,258
	<b>Dislocated Workers</b>	14,000	15,008
	<b>Older Youth</b>	3,100	6,162

<b>Credential/Diploma Rates</b>	<b>Adults</b>	76	85	
	<b>Dislocated Workers</b>	76	82	
	<b>Older Youth</b>	57	64	
	<b>Younger Youth</b>	68	94	
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	89	73	
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	78	
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	75	
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	1	
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
			4	13

Table O: Local Performance

Local Area Name LWIA 13	Total Participants Served	Adults	4,977
		Dislocated Workers	712
		Older Youth (19 - 21)	210
		Younger Youth (14 - 18)	394
ETA Assigned Number 47070	Total Exiters	Adults	708
		Dislocated Workers	129
		Older Youth (19 -21)	119
		Younger Youth (14 - 18)	319
Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	81	84
	Employers	80	79
Entered Employment Rates	Adults	84	95
	Dislocated Workers	87	94
	Older Youth	70	62
Retention Rates	Adults	86	82
	Dislocated Workers	87	96
	Older Youth	84	64
	Younger Youth	63	55
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults		12,542
	Dislocated Workers	14,000	13,212
	Older Youth	2,950	2,297
Credential/Diploma Rates	Adults	76	87
	Dislocated	76	69

	<b>Workers</b>		
	<b>Older Youth</b>	57	18
	<b>Younger Youth</b>	65	78
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	85	93
<b>Placement in Employment or Education</b>	<b>Youth (14 - 21)</b>	0	50
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	0	46
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	0	1
<b>Overall Status of Local Performance</b>	<b>Not Met</b>		
		3	7
	<b>Met</b>		
		7	
	<b>Exceeded</b>		
			7